

jumpstart your chapter

A GUIDE FOR LOCAL CHAPTER PRESIDENTS



Prologue

This packet is meant to serve as a guide book for Local Chapter Presidents who inherit a stale chapter or a chapter that is in a downward spiral. It offers specific suggestions on how to reverse the trend in the Chapter, refine the Chapter's vision and rebuild the membership base with active quality members. Why am I writing it? Well, what happened in the Coconut Grove Junior Chamber in 2001 was nothing short of remarkable and, I say that not to toot our own horn, but because once we reversed the trend, our Chapter took a life of its own and exceeded our expectations greatly. We started with 72 names on our roster, but only 35 real members. Meetings had 10-15 people at best, we were \$4,000 in debt and there did not seem to be any candidates for President. However, new blood came in to the Board with very little experience, and we turned this thing around to the tune of 160 new members in 2001, \$30,000 was raised and donated to charities and over eighty projects were run in all Areas of Opportunity. Due to our success (and probably because we received some exposure winning the Marks Award), I have been getting e-mails and letters from all over the country asking me how we did it down here in Miami. So, I decided to put together a guide book for other Presidents who want to try it "our way." (By the way, this is merely a supplement, not a substitute, to the Book and the valuable information contained on the U.S. Jaycee website).

Does this mean that all of our suggestions are good? Not necessarily, and different ideas might work for different Chapters, but the point is that I know this system worked to return our Chapter to prominence and we are now using it to help rebuild the Chapters in our area one by one. On that note, you may find that some of our ideas are not politically correct and some may even offend you in some way, but I guarantee that there are some suggestions in this packet that you can use and regardless of whether you like all of our ideas, the overall concept contained in this packet for rebuilding a chapter should be the model for the future of this organization. I have met so many enthusiastic young new members in the last year and I have seen such amazing new leaders starting to emerge all over the country, so now is the perfect time to climb on Board and jump start YOUR Chapter. Do not get left behind!

That being said, I am encountering a whole new set of issues and concerns in 2002 due to the resurgence of our Chapter in 2001. New members are enthusiastic, but they are also inexperienced in running an organization. So, our number one priority in 2002 & 2003 is to train leaders for the future of our organization and because of that priority, I wanted to leave the next Coconut Grove President with a handbook they could use as a guide for success. I hope that this packet also helps you develop a plan that will work for your Chapter and if I can ever be of assistance in helping you achieve your goals, please drop me a line.

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The Overall Model

The Basic Model for Rebuilding a Chapter:

- A. Use simple marketing concepts:
- (1) Identify your target audience (i.e. the kind of members you are looking for)
 - (2) Refine your "product" to meet the needs of those potential members
 - (3) Market your "product" through every means possible
 - (4) Follow up with the fruits of your labor (i.e. follow up contacts with new prospects)

B. Do not aggressively recruit! This does not work and you will lose as many potential new members as you gain. Instead, develop a fun, balanced portfolio of projects and events that will draw people to your chapter and then make sure you spread the word about what you are doing and people will come to you.

In short, you attract bees with honey. You do not attract bees by sending a thousand other bees after them to aggressively recruit them to join a ""honey-less"" hive. It is 2002, and people have different expectations and interests than ten years ago. We need to fine-tune this organization and develop a package that is attractive to these potential new members. But most of all, if we tell them who we are and what we do, they will join.

To put it another way: imagine you have a tree trunk with branches on top of branches and twigs coming off the branches until you pinpoint one leaf at the end of a twig. Now put an ant at the base of the tree and send it off to find that leaf. What are the odds that the ant gets there on the first try? One in a thousand? Higher?

Now, put that same ant on the leaf and send the ant off to find the base of the tree. What are the odds that the ant gets there on the first try? One in one, right? (By simply going down each branch, he cannot miss the base of the tree). Well, the Junior Chamber is at the base of the tree: the foundation. We need to develop a package, through individual development and training, community service, business opportunities, international networking, and charity fundraising, that is so attractive to quality prospective members, that when we shout up to the whole tree (through marketing efforts in the community) about what we are doing, there is a one in one chance that quality prospects will come to us.

C. Do not spin your wheels trying to re-invent the wheel. If you simply implement the Total Jaycee Concept and market it properly, you will experience success.

Total Jaycee Concept

Most of you should know all about the Total Jaycee Concept, which calls for a balanced portfolio of projects. So then, why am I going over it in this packet? Because I will bet that 75% of the Chapters in the United States do not subscribe to this philosophy. Case in point: how many times have you heard someone describe the Jaycees as a community service organization? And, how many chapters run legitimate international projects or business opportunities projects? The answer: not enough.

It is rare that a Jaycee Chapter will be the best organization in its community for a specific area. For example, in Miami, there are pure business networking organizations that hold bigger and better business card exchanges than us. There are pure community service organizations, like the Easter Seals, American Cancer Society and many local community groups with large budgets and paid staff members, that may hold more "major impact" community projects than our Chapter. There are pure charity fundraising organizations like the United Way of Miami, that raise several million per year in comparison to the \$50,000 we raised for charity last year. What's my point? Well, if you limit your Chapter to one specific Area of Opportunity, the odds are huge that you will not be the most attractive option to a quality member in your community who is looking for that one area.

But the reason the Jaycees are the best organization in the community is because we offer EVERYTHING. I cannot think of one time that a prospective member came to me and said he was looking to join an organization for a specific reason that was not offered by our Chapter. Now, international projects and networking with local chapters around the globe may not seem so important to you or your chapter, but I bet that there are prospective members in your community to whom it will matter and you are ignoring their interests if you do not offer international projects. And, if you really want to attract more polished members (young professionals, business leaders, government leaders, etc.), you have to run networking projects and business opportunity projects. There is really no debate on this point. So, now that you see why it is important, let me give you a brief overview of the Total Jaycee Concept.

Total Junior Chamber Concept -

- 1. Business Area of Opportunity** - This area provides the opportunity to the individual member to contribute to the development and enhancement of the economic infrastructure, prosperity, and well-being in all nations. (Business networkers, directory, leadership training, Business Plan Competition).
- 2. Management Area of Opportunity** - This area develops the managerial skill of the individual member by offering training and actual experience as a leader at all levels of the organization. (Planning, evaluation, budget, chapter activities/socials, public relations)
- 3. Individual Area of Opportunity** - This area provides the opportunity for the individual member to realize his or her personal potential through training programs. (personal improvement projects, family/spiritual projects, communications, competitions in speaking, writing and debate)
- 4. Community Area of Opportunity** - This area develops the sensitivity of the individual member to societal problems, and knowledge of community dynamics in solving these problems, through actual experience. (human services, government, community improvement, charity fundraising)
- 5. International Area of Opportunity** - This area provides the opportunity to the individual member to contribute to the development of goodwill, understanding, and cooperation among all peoples. (JCI involvement, networking with international chapters, projects that help people in other countries)

So, Where Do I Start?

(1) *Background Knowledge of the Junior Chamber:*

No matter how long you have been in this organization, I can tell you that there is a whole lot about it that you do not know about (and neither do I). But that is why it is so important to read *The Book* (the U.S. Jaycees bible), visit the JCI website, the U.S. Jaycee website, other chapters' websites, etc. You need to become very familiar with the Junior Chamber if you are ever going to "sell" this vision to others and, along the way, you will pick up on some great ideas and concepts.

(2) *Personal Goals:*

Obviously, there is some reason that you want to be a Local Chapter President and different people have different reasons. Determine in your head why you want to run the Chapter and what you hope to achieve out of your year of leadership. Ideally, you would have done this in July or August of the year preceding your term as President to give you time to prepare your vision, but it is never too late to make this determination. Until you know what you want out of this year, how can you possibly know what you want for the Chapter? (and I really hope you want more than awards because that's the wrong approach)

(3) *Speak with your members before you are elected.*

Talk to the people in your Chapter and determine if they are ready for change and if they will support you and your vision. Don't just tell them what you plan to do with the Chapter, but give them concrete examples of how you are going to do it. If people see and hear about a plan that will work, they will get excited and if they are excited and supporting you, then you are half way there. However, you must be very careful that you do not undermine the current President's reputation and credibility (even if you completely disagree with him/her). Luckily, I did not have that situation in my Chapter to any great degree, but many times, jump starting a Chapter can be a tad hostile and, in those situations, you really need to bite your tongue and use tact while talking with members.

(4) *Start Recruiting Your Team:*

Even before you are elected, you need to find your core group of loyal Board members. Now, this is not to say that other people are not going to be elected to certain spots on your Board, but you need to have at least three or four people around you that truly believe in your vision and the Total Jaycee Concept. They will be YOUR TEAM. Don't just try to fill up all the spots on the Board, it is okay to have an empty position that could be filled by a new member as long as it is not a key office. When approaching people, you really need to sell your vision to them and start gaining their loyalty (not by asking them for it, but by listening to them and including them in your vision). To illustrate the importance of the team around you, just look at President Bush. Some people say he does not have the experience (and some say the competence) to be President. I disagree, but it doesn't matter so much because he has assembled one of the greatest teams in American history around him in all the key positions. Finally, remember that the people that you have speaking in the front of the room at each meeting are supposed to be the kind of people you are trying to recruit, so don't just try to fill each position.

(5) *Chapter Plan:*

This is the most important piece of advice that I can give you - have a plan of action. I am not going to go too much into what goes into a Chapter Plan because you can get that from the U.S. Jaycee website: . But, I will tell you that you need to have goals for everything and then try to achieve them. You need to analyze your weaknesses and come up with realistic solutions on how to solve them. Don't just make a Chapter Plan so that you can be a Blue Chip Chapter, but really think about how you can be a better organization and figure out what pieces are missing from the

puzzle. For example, you could decide that you want to grow by two new members per month. How are you going to achieve this? You can determine that a major weakness is that members do not know about projects. What will you do to make this situation better? Be specific and really think it through.

I have personally watched chapters around me that had dedicated and enthusiastic new members who joined the Board and spun their wheels all year (spending enormous amounts of time doing Jaycee stuff), yet they accomplished very little in the long run. Two of their most dedicated new members quit the Board (and one quit the organization all together). You must have a plan of action or you will go nowhere. Also, get creative and look past the ways that it has been done in your Chapter for the last ten years. Think big, but don't go overboard scheduling a ton of projects. Instead, make sure you are running quality projects. Don't plan on huge membership numbers because that will force you to start focusing on quantity, when your focus should ALWAYS be on quality. Finally, don't worry about Jaycee Awards, but rather try to be the best organization in your community. If you do it the right way, awards will come, I promise.

(6) *Identify the Target Audience and Plan Projects to Attract Them:*

As you develop the projects and events that your Chapter will run during the year, you need to think about what your current members want and, also, what kind of members you are trying to attract. For example, your older members might love the annual Jello Shot Party or Lingerie Ball that has been organized for the last four years, but do these projects represent the image you want to portray to the young professionals of your community? Don't get me wrong, Jaycees love to party, but does every event have to have a sub-theme of getting sloshed before the night is over? That old "hole in the wall" pub may have some great Jaycee memories for your Chapter and you can still go there once in a while for a happy hour, but how about trying to have an upscale cocktail hour after work in the new Japanese Restaurant downtown? You need to get inside the heads of the people you are trying to attract and think about what you need to offer them in order to pique their interest to check you out.

(7) *Be Involved:*

Once you start implementing your Chapter Plan, it is very easy to assume things are getting done just because it falls under the responsibility of one of your VP's or because someone actually told you that it is being done. In the beginning, you need to be very involved in every aspect of the organization and, if need be, pick up the ball and finish the job when someone fails to do a task. Now, I'm not saying do the job yourself first, but you need to be following up with people and making sure deadlines are met, jobs are finished and paperwork is done. When you are jump starting a Chapter it is more important for you to regain credibility in the community by throwing a quality project than it is to let one of your VP's fail miserably on a project as part of the learning process. Trial and error training can come later, but in the beginning, you need to establish credibility and this means not allowing projects to fail.

In the Beginning, It's All About Perception

So, you found your core TEAM, you identified your target audience and then you developed a well-rounded Chapter Plan that will appeal to this audience. Now it's time to do marketing like crazy, right? Not exactly. You have to remember that you took over a Chapter that was on a downward spiral. That probably means that you have been left with a thirty person membership base that includes: five fake members, five enthusiastic new young members like yourself, seven long time members that come out to every social event and get tanked, three over-age members that cannot seem to let go, five long time members that may share your vision somewhat and will help you but are skeptical, three really weird people that seem to come to everything, and two quiet members that you do not know very well. Some would say you are doomed, but I say you just have an eclectic bunch and since it is all you have, you better have a good plan to make use of them. How do we do that?

Well, when God gives you lemons . . . then I say you invite a bunch of apples, oranges, bananas and grapes out to the fruit bowl to hide the lemons. That's horrible to say, right? But whether you like it or not, people want to come hang out with attractive people that have similar interests to themselves. It is rare that you will have a polished new guest walk in and say, "thank goodness that you have sloppy drunk people at your meeting dressed in T-shirts, tattered shorts and flip-flops or I would feel out of place." Or, try selling to a new member that your Chapter does many active outdoor projects like softball, rock climbing, skiing, or canoe trips, when it is clear that 75% of your membership (by appearance alone) has not done anything remotely active with their lives for ten years. I know this is a little blunt, but it is reality in today's world.

So what are some ways to change the perception of your Chapter? Well, in the beginning of 2001, I invited my attractive young polished friends out to meetings and projects knowing that most of them would never join. Moreover, I never hounded them about joining, ever. Why? Because perception is half the game and if you can fill up a meeting or happy hour with forty people and twenty of them are attractive polished people who have no intention of joining, that's okay, because the ten new prospects that come to the happy hour will assume they are members and join on the spot. That's how you start to develop your new core group of general members. Within a matter of months, you will never need to rely on those other "non-joining" types to fill up your room, because all the new members you have, will start inviting their friends and the snowball effect is amazing to watch. However, even when your membership base starts to pick up, you can still invite those attractive young professionals that don't want to join. It never hurts to have a full room and maybe some day, they will join when they see how many other people like them are becoming members.

Another way to alter the perception is to do joint projects with other organizations. Do a happy hour with the Young Lawyers Association. Again, invite your friends out because the young lawyers won't know that these friends are not Jaycees. In fact, they will assume that these people are Jaycees because they are clearly not young lawyers, and they will think your membership is a little better than the reality of the situation. It's also an easy sell to your friends because you tell them that they can meet young lawyers and other Jaycees. Now, at the function, your friends won't know who is a Jaycee and who is a young lawyer, all they will care about is whether they had a good time and met people. If they did, they will be more inclined to join the Jaycees.

How about this little trick? Grab one or two of the other enthusiastic young attractive members in your group and stop by a networker or social function of another organization. Wear your pins, badges, shirts, etc. Hand out business cards from the Junior Chamber and talk to people like you are stunned that they haven't heard about the Jaycees. Tell them about your very best projects

and say that they should come check out the happy hour you are hosting next Friday so they can meet other Jaycees and hear what you are doing in the community. If you go to six different functions (and also invite people you meet at work, on the train, etc), then your happy hour could potentially be filled with thirty people, but with only five of them being Jaycees. Again, everyone there assumes that everyone else is a Jaycee. Why else would they be there unless they were a Jaycee, right? In reality, there are four people from the Young Lawyers Association, five from United Way, three from American Cancer Society, four from the Podiatrist Association, etc. If done correctly, you may end up with five to ten new members that night and when they come to the next meeting, they will see each other again and not ever realize that they are all brand new members. Get it? Perception is half the battle in the beginning! Say it over and over to yourself.

Now your job is not over simply because you were able to get the new members to join because they will quickly realize that the group they joined is not necessarily what they thought it was going to be. You need to continuously introduce them to other new quality members and you must speak with them quite often to tell them about your plan (your vision). Get them excited about what you want to do and where you want to take the Chapter. If you do not get them on board with your plan right away, there is a good chance that these new members will leave and never come back. So, ask them to be one of the two or three people you bring with you to networkers of other organizations. Get them involved in a project right away. If they feel that they are part of the plan for rebuilding, they will feel more committed to the organization and they will not ditch you.

I know that you are thinking to yourself that this sounds an awful lot like being a used car salesman or that we are using bait and switch tactics. Well, you have to do whatever it takes to get them to come out to your Chapter because once the wheels are in motion and the new members start to trickle in regularly, your Chapter will become exactly the kind of organization you were selling them on in the first place. In other words, you need to talk up your Chapter and, in the beginning, slight exaggeration about the current status of your Chapter is not necessarily bad. Don't go overboard in this area, but in the first month or two, you may need to embellish about the current situation, while you really sell them on how you plan to rebuild the Chapter.

Levels of Commitment: The Rings in Your Chapter

Regardless of how much you would like every member to be fully committed and involved, the reality is that members will have varying levels of commitment and you need to identify that characteristic in your members immediately and keep track of the different "rings" of members.

(1) *President:*

Hopefully, you are the most dedicated member because you are the President and everything falls on you even when it is not your job.

(2) *Core Board Members:*

These are your Board members who have unwavering loyalty and really believe in the Junior Chamber concept. They attend all the conferences, pick up the ball for you when other VP's have dropped it and tend to show interest in learning more about how things are run rather than just getting their responsibilities taken care of. You must appease these core Board members and bite your tongue when they screw up. Never let a disagreement over a project or idea come to a full blown heated argument because you need these people more than anyone else in your organization. Stroke them often, give them all the credit, make sure you always personally thank them and remember to do anything (and I mean anything) to stay in their good graces. Ask for their opinions and advice often and most importantly, listen to their answers. They can make you look like a hero and they can also make you fall on your face. Remember that.

(3) *Other Board Members:*

These are the people that are on your Board and, whether they actually do the job or not, are only interested in getting their limited responsibilities accomplished. They may be ten year members who joined the Board only because there was a vacancy that needed to be filled or it may be an enthusiastic new member who gets involved as a Director and then realizes they over-committed. I'm not advocating that you play favorites among your Board members, because you need to stroke these people, give them credit and personally thank them as well. It is just that you need to be aware that there is a difference in thinking among the members on your Board and it is the Core Board Members that typically lead the organization in the future.

(4) *General Members - Inner Core:*

Ever notice that you can have fifty people show up to six different types of events and about fifteen to twenty of them are the same people every time? That's your inner core. These members love the Jaycees and although they don't have time (or sometimes desire) to join the Board, they will turn out for projects, chair projects, pick up ice for you on the way to a project, etc. Get to know who these people are and learn all of their names quickly. Constantly ask them for their opinions and ideas for projects. Ask for their assistance often because many times, these people are your next Board members. Also, make them feel important by pairing them up with guests that come to meetings (rather than always introducing guests to your Board members).

(5) *General Members - Outer Core:*

These are members that come out to a meeting every other month and maybe just the social projects or the bigger events. With these people, the best approach is to make sure they are getting all the information (i.e. through newsletters, weekly e-mails, etc.), but don't pressure them to come out more than they want to come out. One of our selling points is that people

can get as involved as they want to, so try not to pressure them into getting more involved than they are ready to commit to at any given point. The only thing you might want to consider with these members is that if you have a project that is a perfect fit for them, tell them that. Recently, we set up a Charitable Foundation for our Summer Camps for Foster Kids and we needed a website designed by someone, so I called up a fairly new member who comes out once in a while, and he is a website designer. He is now so much more involved with the organization because he feels needed and I found something that interests (and benefits) him.

(6) *General Members - Fringe Members:*

These are members that may come out every few months and there does not seem to be a whole lot of rhyme or reason to when they come out. Just be happy that you have them as members and make sure that they consistently get the information about all of your projects. It is also good to drop them a line once in a while or give them a call to let them know you are thinking about them.

(7) *General Members - Paper Members:*

I'm sure you are thinking: "I can't believe he would advocate for paper members." The truth is that I don't necessarily like these members, but you have to remember that some people were involved for years and now, they simply want to keep their membership while receiving the newsletter. As long as they pay their dues, it is acceptable. Just make sure to send them a newsletter, and it doesn't hurt to send a personal card once in a while either just to let them know you are thinking about them.

(8) *Alumni:*

Here is one area that many Chapters neglect. Think about it: the U.S. Jaycees in the 1980's had five times the members that we have today. Do you know how many resources this could lead to if you just contact some of those alumni? If you have no alumni base to use, start looking through old CPG's and rosters to locate names and former addresses. Or, put an ad in the newspaper asking all former Jaycees to contact your Chapter for a special alumni dinner and build the alumni base that way. Your alumni are a valuable source of money, donations, contacts and referrals.

Marketing

Everything is starting to slowly take off, so what's next? Well, now that you have truly refined your Chapter and narrowed the focus of what you want to do with the Chapter, you need to tell the whole world what you are doing. But isn't advertising expensive? Yes, but you do NOT need to spend a dime to market effectively. There are many local newspapers with a calendar of events that are free. There are even more community service / business/ civic websites that will put your events up for free. You can develop an e-mail group list from business cards you collect and send a weekly e-mail calendar of events to everyone you know around town. You can visit other organization's functions and network with them while sharing the Jaycee concept.

You can ride the coat tails of established organizations when they hold events or projects and simply offer man-power in return for some recognition on the event. (i.e. if the Young Lawyers Association is having a special "Lunch with the Judges", offer to help coordinate the event, sit at the sign-in table, etc., in exchange for some recognition on their flyers and agenda). Make business cards and give them out . . . often. Develop a flyer that has a few pictures on it, a list of your best projects and a description of your organization, including the date and time of your meetings, then have members choose various buildings around town and have them drop off a flyer in an envelope addressed to "Administrator" or to "Community Service Representative" and ask them to please post the flyer on their lunch room bulletin board. (the cost of this project is about \$15 for copies and the worst case scenario is that 100 administrators around town now know who you are and then they throw the flyer away, but if just a quarter actually post them in the lunch room, your next meeting will be huge).

Talk about the Jaycees EVERYWHERE you go and speak about our organization like the prospect should know who we are just as he/she would know who the United Way is in the community. Never push membership or attendance at the next function too much, but always make sure to give them a card or flyer with information on it, and more importantly, get their business card or e-mail address. The chance of them coming out to your Chapter or joining your group is almost 75% higher if you take their information to follow up with them, rather than hoping they will come on their own simply by having your business card. Have poster boards with pictures at your events or have photo albums out for people to look at them. Get your name seen anywhere possible (like on the screen at the local movie theatre, on T-shirts that you give away at festivals, on signs that are attached to your beer pouring booths). Name recognition is the most important factor in marketing.

Also, don't forget to incorporate the Jaycees' Swoosh Logo and the JCI shield into your newsletters, flyers, etc., because this is our logo that is used all over the world (similar to how you recognize the Volkswagen symbol or the initials BMW). The U.S. Jaycee slogan of "Change Your World" is also an effective tool to establish uniformity in Jaycee Chapters across the nation. Incorporate it into your marketing efforts.

For your best projects, send out press releases or hold press conferences. If no one prints your newsworthy piece, consider spending some money to take out a quarter page ad in the local paper to give your Chapter the recognition it deserves. There are many more ways to market, but these will give you a start. For even more effective tips on how to market your Chapter, please visit the U.S. Jaycee website <http://www.usjaycees.org> and consider the very effective suggestions they offer for Chapter marketing, along with the posters, ads and other tools they have for your chapter's use.

"Recruiting"

I almost shudder when I hear the word "recruit." It makes me feel like I am a cult member trying to convince others to drink the special Kool-Aid with me. As you will hear me say over and over, aggressive recruiting does not work and you will turn off many members if you try this method. So, I prefer to simply call this section: How to Increase Membership. Specifically, I will discuss what you do with a prospect when he shows up at a meeting or happy hour after seeing it listed in the paper or after meeting you at a different networker.

Obviously, you need to have a welcoming table at a meeting or a designated greeter at projects and socials. When guests come in to a strange place, they feel awkward and uncomfortable. Our job is to ease their fears, greet them with a warm smile and introduce them to our members. However, it is very typical for a guest to come to a meeting and be bombarded with Jaycee information, applications to join, and a lesson on the background or history of the Chapter. Although it is meant with good intentions, this is the wrong approach. Your focus should be only on the guest and what he does for a living, what his interests are, how he found out about the group. The reason is simple: everyone comes to a Jaycee function looking for something, so you need to find out what the guest is looking for and then you let him know how he can benefit from something the Chapter offers in that area.

For example, suppose a guest comes to the meeting and you greet him at the door. Typically, the guest will clue you in to his reason for being there within the first three minutes. If he just moved into the area, he is looking to meet people. If he just started a new dental practice, he may be looking for new patients. If he works at a foster care agency, he may be looking to join and get the Jaycees more involved with his agency. If it is a newly divorced gentleman, he may be looking to get back into the social scene and meet women. Now, after three minutes, if you have not picked up on why he would be interested in the Jaycees, it is perfectly acceptable to say, "so what intrigued you about our organization?" or "what made you come out tonight to check us out?" Once you have the angle, the Jaycees are an easy sell because you have already refined your Chapter to offer projects in every Area of Opportunity, remember? But don't forget to finish the spiel by adding: "and that's not all we have to offer, because we also do the following other types of projects . . ."

After the initial contact, make sure you introduce him to one or two other members right away so they can continue to get to know the guest and this will free you up to go back to the front door and greet the next guest that comes in. When trying to introduce guests around at meetings and happy hours, keep in mind that they will feel most comfortable in the beginning speaking with someone that has similar interests. So, if a realtor walks through the door, you may want to introduce him to another realtor in the group or a mortgage broker. (This, of course, is thrown out the window if the guest tells you that he is interested in meeting people that are not in his profession).

We never ask a guest if he/she wants to join at the first function they attend. If you start off on that foot, then they will come to expect that question every time they come out to a function and it may turn off those members who are just checking you out. Be confident in the ideals behind this organization because it truly is the best "bang for the buck" in town. It is rare that someone actually makes the effort to come to a meeting and check us out, only to realize that this organization is not what he/she is looking for at that time.

Instead, make sure that you have very good follow up with prospective members. Have your Membership VP give them a reminder call before meetings and your better projects. Send around a

weekly calendar of events (covering the next fifteen days of events) via e-mail to all prospective members so that they can pick and choose what they want to attend. Send personal e-mails to the prospects based on conversations you had with them at the last function. (I.e. "Hey Jeff. It was great to meet you at the meeting and I hope you are getting settled in down here after the move. If you ever want to hear about some cool clubs to go to, just give me a shout and I'll let you know which places to avoid and which places are hot. Hopefully, I'll see you at the meeting on Wednesday at Monty's starting at 7:30 pm. See ya. -Patrick"). The more information they have about your projects/meetings and the more they feel welcome by your group, the more likely it is that they will come check it out again. In other words, make it very easy for them to find out what you are doing and this can best be done by contacting them soon after each visit.

As for the time frame for when a guest should be asked to join, it is a case-by-case decision and it really depends on how excited the person is about the Jaycees and how many events they come to right away. We always tell people that we would love to have them, we explain the benefits of joining and then we tell them that they should feel free to check it out as much as they want before committing because we want to make sure that it is a perfect fit for them. Many people will disagree with this approach, but I have found it to be very successful because I believe in the Total Jaycee Concept and its appeal to any prospective member. At some point, there is a limit to the grace period of checking us out. For example, if a person comes to four meetings and three projects in two months, I would be surprised if he/she had not joined yet and we would probably start asking them to become a member in a subtle, yet firm way.

On that note, there comes a time when you have to "close" on a member and this is honestly the most difficult skill to learn. So here are a few closing techniques that we use in Coconut Grove:

1) A day or two before early or late close out, you see them, e-mail them or call them and say: "Hey David, I know you've come out to a few things, what do you think of the group? (positive response) Well, listen, I'm turning in our February members to the State of Florida and I'd love for you to be in that class. No pressure or anything, but I'm just trying to figure out who has told me they were interested and I thought you said you were, so what do you think? (if response is "yes, I'll join", say) Great, I can put it on your credit card if you want, because I want to get you in this month's class, but we can't submit anyone until we have payment . . .

(2) If they have come to 2-3 meetings and/or 4-5 total meetings plus projects, then start casually dropping remarks: "So, when are you going to become an official member" or "Dude, I must suck at this job, because you've come to everything and you're such a perfect fit for this group, but I haven't convinced you to become a member yet".

(3) Another way to get people is to tell them that people in the group have been asking about them. Again, it is all about making people feel like they fit in and if they think that others in our group like them and have been talking about them, they are more likely to join. The reality is that some people have been asking about them (at the very least: the President and the Membership VP)

(4) Sometimes, I just flat out ask them. "Hey David, I need one more person to be at +4 this month, which is really important for the national awards and stuff, so can you help me out." Many times, people will do things for you because it is for "you" not because it is for the "Membership VP". So just tell them all the good stuff and the reasons they should join and then say, "and it will help me out."

(5) With guys, sell the organization by letting them know that girls join at a two to one rate or more and that you "need" guys in the group. In our Chapter, this is actually true. Tell them that if they join, you'll introduce them to some of the new female members right away because the girls are always complaining that there are not enough guys.

(6) When you are following up with people by e-mail or phone, it is imperative that you or one of your directors is sending "personal" e-mails to them for the meeting. (this is in addition to you forwarding the weekly e-mail to everyone on your prospective member e-mail list). On your note cards, start jotting down info about prospects every time you talk to them at meetings or e-mail them or call them. If people see that you remember them and stuff about them, then they are more likely to join with one of the tactics above.

Keep in mind that you will need to train all of your Board members on your plan for increasing membership. Every once in a while, I hear one of my older members say to a first time guest, "so what do you think, are you going to join or what?" That makes me cringe. You need to make sure all of your members are on the same page and that several of them become skilled in the follow up and closing techniques for prospective members.

Finally, once you have new members, you need to quickly get them involved in helping you to build the Chapter. Get them on a committee, give them an easy job for a project and just let them know that you need their help and support. Most people respond well when they are given a well-defined task or responsibility, so make sure that when you give them a task, they are clear on what they are to do and how they should go about doing it. Also, make sure that you have good internal communications in place as discussed in the next section.

Internal Communications

Without a doubt, this is the single most important aspect of activating new members (and long time members for that matter). If your members do not know what is going on or if they have to go searching to find out what events are coming up, there is little chance that you will consistently have good attendance at meetings and events. People are too busy these days to have to search for information and many times, they cannot make the meetings because of prior commitments. So, make it easy for them and they will respond. I have had members that come up to me after being absent for three months and they actually apologize for their absence but they assure me that they have kept abreast of everything we have been doing because of our communications system. You cannot rely on any one of these communications avenues to be your sole means of communication. Technology is great, but a human voice and personal contact are necessary, too. So here are some tips for internal communications:

(1) *Have a website.*

I cannot begin to tell you how much this has helped our Chapter communications. There should be a calendar of events (updated regularly) and a "Breaking News" link that is updated weekly with all the information any member would absolutely need if they were going to attend something that week. This includes addresses, directions to projects, phone numbers of the chair people, etc. Also, make sure you post pictures from the events on your website because this will attract more of your members to the site (to see the pictures) and they, in turn, will see the other information posted that week.

In addition, a website is a tremendously effective tool for attracting new members. We make sure to upload pictures of attractive young people having fun and enjoying themselves at whatever project is portrayed. I have had countless people end up at our site simply by surfing the net as well as all the people that go there because our website address is on every agenda, flyer, business card, etc. that we pass out to the public. I have also had people come to our site and e-mail me asking about Chapters in other cities because they say, "I couldn't find their web page." However, the site has to be easy to navigate, it has to have all the information people would want to figure out who the Jaycees are and where we meet, and it has to look professional or it will give the appearance of disorganization.

(2) *Weekly E-mail:*

This is the single greatest improvement we made to our communications system in 2001 and it has received great feedback from our members. Every Monday morning, a weekly e-mail is sent out to all members (and prospects) that has a list of our events that are coming up in the next two weeks. Along with the date and title of the project, we include a description of the event, starting times, addresses, directions, names and phone numbers of the chair people and other pertinent information. Our members typically print out the weekly e-mail and have it sitting on their desk as a constant reminder. Lately, we have added a "News and Notes" section to the bottom of the e-mail to pass along information to our members on a weekly basis about things they may want to know about our Chapter.

(3) *Newsletter:*

An organization without a newsletter is like a major city with no newspaper. This is still a great tool to thank your members, brag about your projects and give dates and information about upcoming projects. Members love to get newsletters (especially when their names and pictures are in them). So, even if it is a one page (front and back) newsletter that you created on Microsoft Word, send it to your members. It is worth it and maybe you'll get a new member who is really into the creative side of creating newsletters and it will take off.

(4) "Personal E-mails" to Members:

Here's another little trick I used last year and I now have my entire Board doing this with our membership. Suppose you want to contact your forty members asking them to come out to the next meeting or happy hour. You quickly realize that you don't have much help for this in the beginning and the few people you have working with you are already swamped with tasks. Phone calls are out of the question because the last thing you want to do when you get home is spend an hour and a half on the phone calling people. A group e-mail would work, but the response rate from that is not as high as you would like it to be and some of your members might start deleting e-mails they know are written to the group. But if you personalize the e-mail, I guarantee that at least half of the people will e-mail you back and tell you if they are going or not. Why? Because people think that if the President took the time to personally e-mail them an invite, then the least they can do is respond and let you know why they can't come or that they are coming. Now, I know you are thinking about how long it would take to personalize every e-mail, but here's the trick: you make up the body of your e-mail with one or two paragraphs that give all the details of the event and other information. Then, you simply copy that paragraph, type in the name of the member, add one personal line, and paste the paragraph into the e-mail.

It will look like this:

To: David King
From: Patrick Knight
Date: 4/3/02
Subject: Are you coming to the meeting tomorrow?

Hey David-

What's up? I haven't seen you since the 'Canes game at the Orange Bowl and I'm still waiting to see your new car, or are you too cool to show it off?

Anyway, I hope everything is going well for you. I just wanted to let you know that we have a membership meeting tomorrow at Monty's in the Grove and there should be quite a few people there. I want to introduce you to some of the new members that have joined recently because I think you'd like them. As always, our meeting starts at 7:30 pm and then I think we will stick around at the back bar. Let me know if you can make it, otherwise I'll probably see you at the Easter Egg Hunt on Sunday. -patrick

(5) COMM Night Phone Calls:

This is a good old fashioned way to get reminders out to your members and it is still very effective because people like to hear a human voice. Even with all the technology, it is still nice to call people. However, in the beginning, this is mostly just a pain in the butt because you don't have the help. So try to get two or three people who are willing to make a few phone calls and split up the list. Don't try to make all the calls yourself, because you'll use up the little free time that you have. If you are forced to make the calls yourself, start with the people on the list that you think would actually appreciate a call the most, because you may run out of time or energy to finish the list.

Networking for Your Chapter

In the beginning, when you are trying to grow as a Chapter, and while you are seeking credibility in your community, one of the easiest things to do is to network at the events and projects of other organizations. As I said earlier, go to the Young Entrepreneur's Business Luncheon wearing your Junior Chamber pin, carrying JC flyers or business cards, and smiling continuously. Talk to people and let them know about the Jaycees and what we do in the community. Be confident and talk about the organization like you are surprised that they are not a part of it. People hate to feel left out of the loop and you need to learn how to speak about your Chapter in a positive light that will appeal to those you are trying to attract.

Further, don't get bogged down doing so many Jaycee events, that you don't have time to see what else is going on around town. One of the biggest mistakes made by most small, struggling chapters is that they try to hold many projects and events to qualify for awards or compete in the parade of chapters. However, they do this to their own detriment. Instead, these Chapters should be doing combined events with established organizations. Don't be afraid to use the credibility of these organizations and ride their coattails to attain your own recognized name in the community. Grab ten of your members and just attend other functions around town. A few quality projects combined with you and your Board members being seen around the community at other functions can go along way to re-establishing the credibility of your Chapter. Again, be confident and speak about the Jaycees in a positive light.

On that note, here are a few tips for how to make yourself a better "schmooser":

Develop a "soundbite" introduction for yourself.

Come up with a two or three sentence opener, tailored to the event, your role or purpose there and the profile of other attendees. For example: "Hi. I'm Larry Lawyer. I'm a federal prosecutor, handling mostly drug cases and I am the president of the county bar association." Or: "Hi. I'm Jane Saleswomen. I specialize in selling medical supplies to hospitals here in town."

Do some research before the event.

Think about the other likely attendees. Will they include judges? Government officials? Celebrities or VIPs? Potential clients? Other people in your field? Sometimes it is possible to find out in advance who will be present. If it's a relatively small, private event, you might consult the host. Conference materials often include a list of all registrants. Alternatively, you can scan the name tags at the registration desk. Are there one or two people in particular that you especially want to meet? What topics of conversation would intrigue them? (Barbara Walters has confessed that she studies up on VIPs before parties and likes to impress them by turning the conversation to their hobbies - sailing, gardening, whatever).

Have an "agenda."

Go to every event with at least one specific goal - to connect with the representative of a potential client, for example, or to pitch membership in your organization to a recent graduate, or to lay the groundwork to invite a government official to speak at some future meeting. Having an agenda both ensures that you will accomplish something concrete at the event and helps put you at ease by giving a focus to your attendance.

Get "in the mood."

Before leaving for an event, take a moment to switch gears. Scan the newspaper to arm yourself with current affairs, anecdotes, and information on books, movies, sports, restaurants, travel and cul-

tural events, so you can contribute confidently to conversations. Silently rehearse your "soundbite" introduction, mentally recap the list of likely attendees, and review your "agenda," so everything is fresh in your mind.

Place your nametag strategically.

The line of sight of someone approaching you goes to your right, so sophisticated networkers wear their nametags on the right for maximum readability. In addition, if you write your own nametag, it's a good idea to include your title and employer or other identifying information. For example, if you are attending an event for business owners, you may want to include your position with the Chamber of Commerce.

Make your entrance.

Don't just wander into the event. U.S. News & World Report revealed Henry Kissinger's technique for commanding a room: "Enter the room. Step to the right. Survey the room. See who is there. You want other people to see you." After you locate the first person you want to approach, then move purposefully into the crowd.

Fight the urge to make a beeline for the bar or buffet table.

They are the last refuge for wallflowers. Your primary purpose in attending the event is not to eat or drink, but to mix and mingle. Hovering near the refreshments is counterproductive.

Work the room. Circulate.

Avoid the temptation to spend most of your time talking to people you already know. Generally, your goal at an event should be to make as many new acquaintances as possible - focusing particularly on any specific individuals that you have targeted in advance.

Avoid awkwardness in introductions.

If you remember a person's face but not the name, don't despair. If you smile, extend your hand and simply state your name, the other person almost always reciprocates. Similarly, politicians and other seasoned networkers who are uncertain whether they have previously met someone have a trick of the trade: they finesse the point by greeting the person with "Good to see you" (rather than the more common "Good to meet you.").

Keep the conversation short and sweet.

Don't try to exhaust a topic or clinch a commitment at an event. Instead use the function to gain entree, or lay a foundation to be followed up on later. It is considered poor form to monopolize another guest with a lengthy conversation, or to press someone for a firm commitment at what is essentially a social occasion.

Stay "in the moment."

When you are talking to someone, give the conversation your undivided attention. It is the epitome of rudeness to be looking over a person's shoulder to survey whether there is someone else more interesting or more important to whom you'd rather speak. According to U.S. News & World Report, when Henry Kissinger shook your hand, "for that moment, you were the only person in the room." No doubt that laser focus contributed in large measure to his legendary charm and charisma.

Keep your business cards handy.

Do this so that you can exchange them with other guests with whom you want to follow up with later. Indeed, politicians and other seasoned networkers often jot notes on the back of business cards that they receive to remind them of details of their conversations or other information that may be useful in later follow-up conversations (for example "specializes in labor law" or "send a membership application").

Extract yourself smoothly from conversation when it is time to move on.

One way is to request the business card of the person with who you are speaking. Or you can point out someone else you need to speak to and excuse yourself from the conversation. But if you are standing with just one other person, try to avoid stranding him or her. Instead, approach or invite a third guest into the conversation ("Sue, this is Mike. He was just telling me about recent skydiving escapades . . ."); then take your leave. Another alternative is to invite your conversation partner to the refreshment table. ("I think I'm going to refresh my drink. Would you care to join me?"), and move on from there.

Make the most of photo opportunities.

Before anyone snaps your picture, remove your nametag and put down your drink (and, if you are a woman, your purse). All are distracting in photos, and politicians in particular know the potential for damage to reputation of photos that can be misconstrued to convey the image of a problem drinker. In addition, instead of saying "cheese," substitute "Thursday." According to professional photographers, the word "Thursday" puts your lips, tongue and teeth through a series of articulations that are particularly camera-friendly.

Make a graceful exit.

Don't be among the last to depart. Always leave while other still want to see more of you. And, as you prepare to exit, seek out and thank your host (for example, the president of the organization or the chair of the committee sponsoring the event).

Follow through after the event.

Time is of the essence. Immediately after the event, send a brief note to the host. (For example: "The annual judicial reception is always the highlight of the bar year, and this year was no exception. Congratulations once again to you and your Board on yet another terrific event."). Also review the business cards that you collected (and the notes you jotted down on the backs), and follow up promptly - whether it's with an invitation to lunch or coffee, an article you've clipped that might be of interest, the flier for some upcoming program you are promoting, or just a short letter saying how much you enjoyed meeting at the event and that you hope your paths will cross again soon. Mother was right: You never get a second chance to make a first impression. Learning how to "work a room" like a pro helps ensure that the first impression is a great one.

The above tips come out of an article written by Delissa Ridgway, a judge with the U.S. Court of International Trade

Flagship Project

Along the lines of developing quality projects, you need to start thinking about whether your Chapter has that one big project that everyone around town knows about. You need that one project that will attract the press and that will get you covered by the local TV station. Are you having trouble thinking of which one of your projects fits this category? Well, then you need to brainstorm and come up with a project that would qualify as your flagship project. It might be a fireworks display for Fourth of July, summer camps for foster children, a giant beach party to benefit Family AIDS Network, an awards ceremony for the Local Police Officer of the Year, or simply running the Best Business Plan in the World Competition sponsored by JCI. Think big, but be realistic.

Prior to 2001, Coconut Grove did not really have a flagship project, so we turned our Charter Night into one. Starting in March, we planned for a black-tie optional gala at a five-star hotel in down-town Miami that would be attractive to our members, potential sponsors and local politicians. We chose the Miami Heart Research Institute as our charity for the night and we gave an award to Lilliam Penelas, wife of Miami-Dade Mayor Alex Penelas. The event drew six corporate sponsors and had 160 young professionals and business leaders in attendance, including 100 of our members, plus Miami-Dade County Mayor Penelas and City of Miami Mayor Manny Diaz. The public relations that we received from the event was enormous and we now have re-established credibility with both mayors and the charity fundraising community. We had no idea what we were doing when we started, but if you follow a plan (i.e. Chairman's Planning Guide) and really think it through, anything is possible and the project did wonders for our Chapter.

This new found credibility has opened doors for us that we did not expect and we have raised the bar for this year as we will host "Red, White, & Blues" a Blues Festival in Coconut Grove, with a parade and fireworks, that we expect will draw 5,000 people and with a \$75,000 budget (half of the proceeds will be donated to the local police and firefighters charities in Miami, a quarter of which will stay in our Chapter and a quarter of which will be given to our event coordinator). We still do all of our other projects and events, but we found that a flagship project is needed if you want to take a place of prominence in your community. Otherwise, you will always be known as the nice little group that pours beer at festivals and does some good in the community. If we truly want to be the organization of choice for young leaders, then we need to be visible, and a flagship project is one sure way to get your name out there.

Motivating Members

There are many ways to motivate people to help you out, but in the Junior Chamber, you have to remember that you can't pay people and you can't fire them in order to motivate them. So, here's a few ways that we found to motivate people down here in Miami:

- (1) **Recognition, recognition, recognition** - people like to get praise, so give it to them and make sure that you do it at meetings, in the newsletter and in front of other people. Even if you did most of the work, if you give away the credit, that person will be loyal to you and everyone will still think you did a lot of the work anyway.
- (2) **Personal thanks** - as great as it is to stroke someone's ego in public, it is also effective and necessary to let them know that you appreciate what they have done and that you have recognized talent in them. Many times, people will do something for you in this organization because it is you, personally, not because of your title. This is as important as recognition!
- (3) **Easy first projects** - build their confidence by giving them a "cake" job, like working the sign-in table at a business networker or making a flyer for an event. Not only will they be more likely to volunteer for an easy job, but it will probably go well, which means you found yourself another active member. Also, it will help you weed out those people who are unreliable and it is better to find out on a little project than a big one.
- (4) **Personalize it** - as stated above, most people are going to help you out because you asked them personally. So don't be afraid to let them know that if they do well on the project or if they drop the ball, it will directly affect you and your image in our organization. They will be more likely to do it well or tell you up front they can't do it, because the last thing they want is to ruin your reputation in the organization due to their screw up.
- (5) **Make it fun** - need help folding newsletters or stuffing invitations? Get some food and drink and invite over other fun members to hang out and help for a little while. If you invite over all our hard workers, but none of them are fun, then they will think of it as work and will be less likely to volunteer again. Make sure you always have a good mix of helpers.
- (6) **Make them feel important** - This is a fine line because you don't want to come across fake or condescending, but you need to let them know that what they are doing is important for our organization, no matter what their job is. Explain why we do things the way we do them, let them get involved in the brainstorming process, ask for their opinions about things and listen to their responses. Don't come down hard on them if they are lagging behind on deadlines, but make it clear that there are reasons it has to be done by a certain day. Finally, point out the rewards of doing the project and there are always plenty of reasons. (For instance, "as Arts Festival beer booth captain, you can run the show and work the crowd" or "as chairperson for Charter Night, you can help pick the location and entertainment").
- (7) **Be confident yourself** - people like to be with a winner and if our members feel like they are contributing to our success and that we are a well-oiled machine, then they will be more likely to jump in and help. If things seem disorganized or if you, as an officer, seem to lack confidence in the group or your project, who would want to help you?

Tax/Corporate/Legal Stuff

As President of a struggling Chapter, you invariably will come across some alarming circumstances in your Chapter and if you don't think they are alarming yet, then you need to read this section closely. Does your Chapter have insurance? Have they filed tax returns in the last year or two? Have you complied with your State's reporting requirements for corporations? Are you registered with the local or state organization that monitors non-profit organizations? If you answered "no" or "I don't know" to any of these questions, you need to find out the answer quickly. For your benefit, we will provide below a brief synopsis of these various issues that affect your Chapter. Keep in mind that state laws and requirements may vary, so you need to contact your State Legal Counsel as soon as possible to get the information most relevant to your Chapter.

(1) Insurance:

Our nation has become too litigious, don't you think? Too many lawsuits, too many lawyers are in existence (and I'm one of them). But this is exactly the reason that every Chapter needs to have insurance. The last thing you want to see happen is for your Chapter to raise \$20,000 by running your flagship project, only to have someone injured at that project who sues the Chapter for personal injury and gets a judgment for that very same \$20,000. Why take the chance? For around \$500, your Chapter should be able to get liability insurance that would cover you for these types of claims.

(2) Tax Returns:

Every year your Chapter should be filing a tax return with the IRS. You are a non-profit organization that doesn't have to pay taxes, but you should still report the income regularly just to avoid any appearance of impropriety. I know it may say that a return is not necessary if your income is less than a certain amount, but it is a good idea to have a tax return filled out each year. Further, if it is less than \$25,000 in income, you can fill out the 990 EZ form, which takes only a few minutes.

(3) 501(c)(3) Foundations:

In the eyes of the IRS, there is a difference between a non-profit organization and a non-profit charitable organization. Most likely, your Chapter falls under Section 501(c)(4) of the IRS Tax Code. This means that you do not have to pay taxes and you are categorized as a non-profit organization. However, people cannot deduct donations made to your organization from their taxes. (There are ways to pass along a tax deductible donation to your donor if a portion or all of the money was donated to a charity and you can contact your me or your State Legal Counsel if you need more information on that).

If you are a charitable organization under Section 501(c)(3) of the Tax Code, however, anyone making a donation to you can deduct it from their taxes, in addition to sharing the other benefits of being a non-profit organization under Section 501(c)(4). The major factor in becoming a 501(c)(3) charity is that ninety percent of your activities must be for a charitable purpose and those activities must be described in detail in your Articles of Incorporation. For this reason, most Jaycee Chapters do not qualify because we run social, business, community, international and management projects, some of which do not fall under "charitable activities." However, you can set up a separate corporation (i.e. Coconut Grove Jaycee Charities, Inc.) and have all money raised by this corporation used solely for community service activities. In your Articles of Incorporation for the new entity, you would have to clearly delineate what projects and events would be funded by this corporation. But it would allow you to have people donate money to that account and it could be a tax deduction for them. On the flip

side, any money you make from car washes, beer pouring or raffles could be deposited into your normal operating account for the existing corporation in order to run the Chapter and pay for administrative costs. This gets a little complicated and a more detailed explanation is warranted, but this is an option that you should consider once you Chapter experiences its re-birth. (i.e. After starting the corporation, you need to file for tax-exempt status with the IRS and fill out Tax Form 1023, but while you are waiting for the status, you have up to 12 months to operate as a 501(c)(3) organization anyway, etc., etc.)

(4) *Corporate Reporting Requirements:*

Each state has different requirements, but in Florida, all corporations are required to submit an annual report to the state that consists only of the current list of officers, the current registered agent, the current street address of your chapter and a current mailing address. If this is not submitted by the deadline, you will not be a valid corporation and it could affect your ability to operate as a non-profit or cost you late fees. Usually, they send a card and booklet to you in order to remind you of the reporting requirements. Also, in Florida (and probably most states), you can now do the corporate report on-line.

(5) *Monitoring Organizations:*

In many states and/or local areas, there are local government organizations or agencies that specifically monitor the activities and funds raised by all non-profit organizations. Often, they get their information from the state, but there are some other government organizations that require all non-profit groups register with them, so ask around and find out if you are registered with the proper entities.

Corporate Fundraising

Once you regain credibility in your community, you need to start thinking of ways to reel in the big bucks. Increasing membership will give you the base that you need to start doing bigger and better projects, but money will really help you gain exposure. Holding a charity fundraiser that raises \$750 is great, but it probably won't get you much exposure in the media. Try raising \$75,000 and watch those little reporters come running. Impossible, you say? Well, if you don't think big, you never will be. However, the best way to raise large sums of money come from grants and corporate sponsors. In this section, I am only going to discuss corporate sponsors because grant writing is a whole other complicated topic that you can learn about in the year or two after your Chapter has its resurgence.

With corporate fundraising, you have to jump into the minds of the Marketing Director or PR Coordinator that you are targeting at each company. Sending one type of package to each company is inefficient and ineffective because each company has different needs and wants when they think about sponsoring an event. So, to begin seeking corporate sponsorships, the first thing you should do is see if you have any people in your Chapter who work at an advertising firm. If not, I would suggest you go out and recruit such a member. They are an invaluable source of information for companies and corporations in your community. It is possible they can even snag their companies list of corporate entities and the contact people for each company. If you cannot get such a list, then just look around town at the various companies you have or open up the phone book.

Before sending out a letter or creating a package, however, you need to come up with a plan. (Ahhh, there's that word again: "PLAN"). What is your target group of companies? What can you offer them? What are you seeking from them? Why would they want to be involved in your event? What do they need to know about the event in order to give them enough info to make an intelligent decision about participating? If you answer these questions for starters, you are well on your way to effective corporate fundraising. Also, make sure that you send out your requests for money early in the year before budgets close for the companies. Some companies have quarterly budgets, so it does not matter, but if it is a year long budget and you are not factored into it, you may have no chance at getting any money no matter how great the event is for that company.

Depending on the event, you will need to develop a letter or package to send to each company. If you have a lead on a contact, it is a little easier, but a blind mailing can also work. Your letter/package should answer all of the questions in the preceding paragraph. Also, it should be concise and have something in the first three lines that grabs their attention. Most of these people receive so many letters and requests each week that they will throw your letter right in the garbage if it is not eye-catching in some way. Incorporating a photo or two from last year's event into your package can help them visualize what it will look like. Clearly delineating the benefits for the corporation is a must. Offering different options for sponsorship is also a good idea. (i.e. the company may not be able to give money, but may be able to donate bottles of wine from their catering budget).

Just with increasing membership, follow up is the most important aspect to raising money from corporations. It is possible that the company never got your package or that they are waiting for a follow up call. Remember, it is unlikely that they will contact you about the package you sent to them. But be ready when you call them to answer all their questions about the event and be positive when discussing the Jaycees and the event. Stress the com-

munity service and charity work we do on a monthly basis and let them know that we are a leadership development organization. (You might even get the Director of Sales to come to your next meeting). Never let them reject you without trying to explore other options for the company's involvement with the event or another event you have coming up that may fit their needs better. Again, you must listen to what they are saying and figure out what they are looking for in community involvement/sponsorship, because then it is an easy sell for you to find a project that may appeal to them down the road. For instance, they may tell you that your event is too small or there is not enough exposure. They might want to be able to come out and have a booth to come out and push their wares or give out pamphlets. You need to know what they are looking for so that you will have a head start on another event that may be perfect for them. How do you keep track? Just make sure you take good notes and it may help to use an EXCEL spreadsheet for something like this.

Also, remember that any deal is negotiable, but you have to be careful about giving different deals to different sponsors. For instance, suppose you are seeking \$1,000 per sponsor for a Crawfish Festival you are organizing and each sponsor gets a full size logo on the T-shirt, in the event guide, on the print ads and they get a booth at the festival. Suppose a smaller company is willing to give you \$500 or \$750 but that is all they have in their budget for this type of sponsorship. I say take it and make a deal with them. But, you must be very careful if you give them the same benefits as a \$1,000 sponsor. If one of your \$1,000 sponsors finds out that another sponsor paid less for the same benefits, it will cost you credibility and possibly a future repeat sponsor. Instead, maybe give them a smaller logo, or less print ads where they are mentioned or something to show your big sponsors in case there is a question.

Finally, make sure you send a thank-you letter or card to each sponsor and you may even want to include copies of the print ad or your newsletter where they were mentioned. That way, they can see that the ads actually came out in the paper and your newsletter may even spark interest in their employees joining your Chapter.

Junior Chamber International

How many of you can tell me who the JCI World President is in 2003? You should know this and you should learn a whole lot more about JCI if you want to effectively sell this organization. Did you know that there are about 6,000 chapters in over 100 countries around the world? Did you know that many of these Chapters around the world put a much greater focus on leadership development and business opportunities than we do in the United States? Did you know that many Chapters outside the United States are loaded with corporate Vice-Presidents and CEO's? Did you know that in over the last several years, many other areas of the world stayed even or increased membership, while the United States saw a decrease in membership? As I said before, you must offer a balanced portfolio of projects or you will never achieve great success and you definitely will not be on par with the ideals of the model JCI Chapter.

Once a year, there is a World Congress where Junior Chamber Chapters from around the world descend on one city to socialize, receive training and share experiences within the Junior Chamber. Last year, it was in Barcelona, Spain and this year it is in Las Vegas, Nevada during the week of Thanksgiving. In 2003, it will be in Copenhagen, Denmark. I suggest that you go to one of these World Congresses to experience the global unity of the Junior Chamber. It will change your whole vision for your Chapter and you will get a new found enthusiasm for what we can do here in the United States.

Along the same lines as the World Congress is the Conference of the Americas. In JCI, the world is split into four areas and we belong to Area C, which includes all of the Americas. Once a year (usually in April or May), there is an Area C conference where international members gather from all the Americas to share ideas and cultures. The 2002 conference was held in the Dominican Republic and next year it is in Canada.

The 2002 World President Salvi Batlle embarked on a crusade to make JCI more savvy in the technological world and the new website for JCI is both informative, high class, interactive, and user friendly. If we are to garner credibility as the international organization for young leaders, then we need to climb aboard President Batlle's vision for advances in technology. That means that you should get a website up and running, utilize e-mail for communication and send the names and e-mails of all your members to the JCI website so that they can create a database of hundreds of thousands of members. This will attract corporate sponsors and media attention. The 2003 World President Bruce Rector (from the United States) wants to continue this push to become more technologically sound and to develop a better corporate identity among our Local Chapters and National Organizations. Moreover, President Bruce is committed to bringing this organization back to the Local Chapters and training future leaders for the Junior Chamber.

One of the unique and most fascinating aspects of this organization is the international networking that is possible, especially now through advances in technology. I have met people from over 60 countries around the world that share my feelings and ideas for the Junior Chamber. It is amazing to meet people from Japan and Nigeria who think just like me, and you will think so too. Once you meet a few people from around the world, you can find a Chapter that is similar to yours and enter a Twinning Agreement between the Chapters. This allows you to share ideas, cultures, member rosters and projects with another Chapter from around the world. Our Chapter (Coconut Grove) in Miami has found a perfect match with a Chapter from Panama City, Panama. It is a great opportunity to make new friends and impress your local government by showing initiative to spread the word about your city to other areas of the world.

Finally, there are two aspects of JCI that you really need to take advantage of because they will give you credibility. First, incorporate the JCI Shield into all of your newsletters, web pages and publications. If we want to present a unified front to the world and if we want to be a strong organization, we need to have uniformity and a recognizable logo. This does not mean that you cannot also incorporate the U.S. Jaycee slogans and themes of "Change Your World" into your Chapter, but just have the JCI logo visible somewhere on your publications. When you see the big "K" for Kiwanis, you instantly know what stands for, right? Well, we are striving for that same type of recognizable logo.

Second, all Chapters should promote the Best Business Plan in the World Competition sponsored by JCI. There are two categories: profit and non-profit organizations. The winners get publicity, money and a free trip to World Congress. The competition is open to members of the Jaycees and non-members, so this is a great project that can give you credibility in your business community. All you have to do is make up a flyer promoting the event and stop by networks, seminars on how to write a business plan given by other organizations, or meetings of business groups to hand out the flyers. Advertise in your local business papers or have it included in the Calender of Events section for free. If you want more information about the competition, go to: http://www.jci.cc/level_2.php?idLevel_1=2000&idLevel_2=2030&lpg=1. (Or just go to <http://www.jci.cc> and click on the link for the Best Business Plan Competition).

Jaycee Paperwork

Yes, it is grueling. I know that no one wants to do it. I realize that it is the part of the job that everyone hates the most, but you need to finish the paperwork to be successful.

Blue Chip Program:

The Blue Chip is your Chapter's Guide to the year and it includes your Chapter Plan, results of your member survey, your budget, results of your community survey and your calendar of events. At the Mid-Year Planning Session, you will be revising and updating the Blue Chip, but this is an easy submission. Finally, if you have been updating and revising your Chapter Plan as you go, the Year-End Annual Report Blue Chip submission is also a piece of cake. My suggestion is that you don't try to recreate your entire year in December just because you failed to update and revise as you went along. You can get all the information you need on the Blue Chip Program from the U.S. Jaycee Website.

Jaycee magazine articles and website features:

Do you want to get exposure for a project you did? Then write an article and submit it to the Jaycee magazine editor and the web designer. (graphics@usjaycees.org)

Award Submissions:

Your Annual Report is your award submission for overall Chapter of the Year, but there are other submissions that you actually need to think about to recognize those in your Chapter. The Kulp Award Submission recognizes the best local chapter Presidents and you need to have letters of recommendation and fill out a specific form available on the U.S. Jaycee Website. Same holds true for Local VP of the Year; Family of the Year; Top Recruiter, etc. Check the website for a list of all the awards. Project of the Year is determined by your Year-End Project entries that you give to your State. Finally, there are World Congress Award Submissions and Area C Conference Award Submission for international awards. These submissions are completely different than the U.S. Awards because they use scrapbooks and different criteria. Go to the JCI website and download their Awards Manual to find out about the various awards and how to do a submission.

FLORIDA JAYCEE PAPERWORK (your state may be similar):

POS Form:

Become familiar with the Parade of Success form because this is how your Chapter is judged in the parade, by the points on this little form. It is easy to get some of the points, so don't miss the easy stuff like writing an article for the Sunshine News. However, you should never get so caught up in this form that it affects your ability to run a strong Chapter. Don't run your Chapter to get points, run it to be well-rounded and just be cognizant of the POS form requirements.

Books/book judging:

There are 21 categories on the POS form for which you can turn in books. The drawback is that many of your members hate to do books and some flat out refuse to do them. I suggest you keep a good updated CPG library because it makes the job of the chair person a whole lot easier. Make sure that you send different people to book judging (4 times a year) because they will learn how to do good books simply by going one time. You need to send one judge for every five books you submit, but you can get a proxy for one or two books if you don't have enough judges (i.e. If Coral Gables has one judge but only three books, they can cover two of ours).

Local Officer of the Quarter:

Each quarter, you can recognize your best Vice-Presidents and officers. Don't forget to do this because it means a lot to them and they deserve it. All it requires you to do is e-mail or fax the form for LOQ to the appropriate State VP.

President's Club:

Recognize your top recruiters by turning in to the State Membership VP a list of all those people that recruited 3 members, or if it is a VP, they have to recruit 4 members. These people will receive a medallion and a cocktail hour before the main dinner at State Conference.

Sunshine Article:

Each quarter write an article for the State of Florida Sunshine Magazine (that newspaper that comes out each quarter). It is a good forum to thank your top performers, let the rest of Florida know what your Chapter is doing, etc. You also get points for this.

Chapter Newsletter Article:

Each month, you have to write an article for your newsletter. Try to grab their attention with your first paragraph and then go into thanking your best people. Talk about all projects you did the month before and the ones you have coming up. Also, keep in mind that you have books to do for projects each quarter and you need to have the projects mentioned in your Newsletter, so don't leave out even the smallest projects.

Weekly E-mail:

It is easiest if the President does the weekly e-mail and forwards it on to the Management VP to send out to the entire Chapter. Typically, you have more of an idea as to what is going on in the Chapter in the coming weeks. Make sure that the e-mail has all critical info for each project (i.e. time, date, directions) and have a "News and Notes" section at the bottom to get out weekly info to your members.

Training

In 2002, we experienced a whole new set of hurdles to overcome. The resurgence was great, but 160 new members means a lot of inexperience and unbridled enthusiasm. So, our number one priority this year is to train officers for the future. It is imperative that you train your VP's and general members to be leaders themselves or your chapter will die within a few years after you helped to lead this resurgence. In addition to utilizing the U.S. Jaycee and Florida Jaycee training seminars, we have followed the plan below:

Information Officer Training: Before our December elections, I held a two hour informational session that was videotaped and it covered everything from JCI World Congress to early close-out in Florida. I asked all people that were interested in being on the Board to attend because I wanted the prospective officers for next year to have a basic understanding of the organization before they chose a spot on the Board. This was a very important training session because, as President, you tend to forget that other people in your group sometimes know very little about the Jaycee organization outside your Chapter. There was also an interactive component to this training seminar that covered "how to run a project", "responsibilities of Board members", "the Blue Chip Program / Chapter Plan", "expectations of a local officer in our chapter" and "marketing/networking/membership growth".

Portfolio Team Training: Each portfolio needs to meet with the President to discuss what is expected from that TEAM. Everyone needs to understand that the VP is in charge of the portfolio, but the VP has to delegate tasks to his/her directors. The President should be there for the first TEAM meeting to answer any questions or concerns.

One-on-one Training: As President, you always have to be available for one-on-one training of any officer and this is usually the most effective training anyway. Sit down and really show the officer what they need to do and what you expect from them. Encourage them to be creative and have new ideas. Really listen to what they are telling you and what their vision is for this portfolio. Training is as much about listening as it is about talking.

Leadership Series: This is something we have been developing in 2002 to give our members a quick overview of certain skills and information they need if they want to be effective leaders in the organization (especially President or a Vice-President position) For the first ten minutes of every Board meeting, the Coconut Grove Junior Chamber offers a Leadership Series to help train officers for the future. Each mini-seminar comes with a detailed hand-out for those in attendance. All members are welcome to attend the Board meeting or just these mini-seminars and the topics covered include: Creative Thinking, Synergy Between Portfolios, Roberts Rules, Motivating Members, Time Management, Delegation, E-mail Etiquette, Public Speaking and Networking for the Organization, Teamwork - Group Dynamics, Member Activation, JCI Protocol, Corporate and Tax Issues for a Non-Profit Group, Setting Personal Goals, Corporate Fundraising and Evaluating Successes and Failures.

Other Training: Check out the JCI website for information about PRIME and EXCEL. The PRIME course is imperative for all State Officers and really should be taken by all local chapter Presidents before they hold office. It teaches you how to present a seminar, how to train adults, how to improve your speaking skills and how to market and network for your organization. In addition, there is a new program created by JCI called "LEAD" and it is a very powerful two day seminar that gives local Presidents the tools and inspiration they need to be strong leaders during their year as President. Also, see your local State website or the U.S. Jaycee website for other training opportunities available that you can utilize.

Pearls of Wisdom for a Local Chapter President

- (1) Always be positive and confident in yourself and your Chapter
- (2) Always appear positive and confident, even when you don't feel that way
- (3) Don't let the size of your Chapter determine the size of your projects
- (4) Do not get caught up in awards and paperwork, but try to be a strong organization first
- (5) Sometimes it is better to be happy, than right
- (6) Don't come down hard on your Board members when they screw up; use tact and diplomacy
- (7) Listen to what others have to say and when you want to speak, force yourself to listen more
- (8) Look through the eyes of your newest member or guest when describing events and projects
- (9) Remember that it is your year to lead!
- (10) Don't gossip about people and if you hear it, squash it
- (11) Avoid negativity on your Board and in your group
- (12) Hard workers with negative attitudes hurt you more than help you
- (13) Bite your tongue when you want to put someone in their place
- (14) Have one confidant that you can speak with freely about everything that upsets you
- (15) Make hard decisions and stick to your guns
- (16) Don't promise too much to anyone
- (17) Rebirth and regrowth may not happen right away, so don't get disappointed
- (18) Try not to cancel projects or give up on events unless absolutely necessary
- (19) Follow up with your Vice-Presidents often, but be supportive and inquisitive, not nagging
- (20) When someone drops the ball in your Chapter, it is up to you to pick it up and run with it or find someone else who will finish the job
- (21) Develop thick skin because you cannot please everyone all the time no matter how successful you are as an organization or how hard you try to make everyone happy
- (22) Recognize your star members at meetings and in print
- (23) Personally thank those that support you and help you the most
- (24) If the "Old Guard" won't let go of the control, show them your plan for success and if they don't get on board with your vision, go around them
- (25) Train your Board and your members to be leaders themselves!!!

Miscellaneous Information and Things to Know

This section is mostly written for the Coconut Grove President of 2003, but it may remind other Local Presidents of things they need to do.

- (1) Have an officer training in December 2002 to get your new Board ready for the new year.
- (2) Sit down with each VP in 2002 and tell them what you expect of them and their position
- (3) Get each VP to come to the planning session with a list of projects and tentative dates
- (4) Prepare your Officer Handbook prior to the Planning Session, which should be in the first three weeks of January. The Officer Handbook, should include: the bylaws, the PR packet, list of officers and contact info, calender of events (inserted later), sample CPG, sample POS form, sample Chapter Plan from that Area of Opportunity and anything else you think is necessary)
- (5) Right after Planning Session, order nice name badges for your Board and get them JCI Local Officer Pins to wear at all meetings and networking functions
- (6) Order Business Cards for you and your VP's by February
- (7) Make a general flyer with pictures, info and events on it to pass around at all functions
- (8) Prepare a poster board and/or photo album to display at all functions and meetings
- (9) Keep a running list of projects that you conduct, trainings, committee meetings, etc. Also, keep track of how many people went, how much money was raised, etc. for each project. This will make your Year-End Annual Report so much easier to prepare.
- (10) Monitor your website often and listen for feedback - make sure there are fun pictures
- (11) Donate \$1 to the U.S. Foundation for every member you have on your roster
- (12) Get or create an alumni list and send them a letter to let them know you are still alive
- (13) Learn the names of all your members and try to remember information about them. (To cheat, you can get their business card and write notes on the back of it after speaking with them. This will help you write great "personal" e-mails to them).
- (14) Watch your VP's closely and if they need more training, give it to them. Offer to sit down with them one on one and go over everything with them. Many times, your VP's don't want to admit that they don't really know what they are supposed to be doing.
- (15) Keep your eyes open for opportunities all the time, whether it is in government, charity fundraising, events you can participate in, etc. If you snooze, you lose.
- (16) Continue with the Junior Chamber Miami Outlook publication. This is a one page sheet in newsletter form that has one paragraph blurbs on all of the best events from the six JC Chapters in Miami. It is sent to each Mayor, Commissioner and City Official. This will give you credibility and easy exposure for minimal expense.
- (17) Early close-out / late close out numbers (renew your members early and try to avoid scrambling at the last minute)
- (18) National Conventions/State Conventions (we changed our chapter, now help every other chapter in the U.S.)