

NCJC Strategic Plan

The Strategic Planning Committee is sanctioned in the Bylaws of the North Carolina Jaycees. This committee is charged to create the long range development plan of the Corporation and present to the membership for ratification. The expectation of the long range plan is to serve as a guide to each year's administration in developing the annual state plan that is presented each fall for the following year. Each annual plan should build on the previous year's plan, reset goals to align with the Strategic plan, and articulate the components that can be delivered in each year that is represented in the Strategic Plan.

The implementation of the Strategic Plan rests on the annual Executive Committee with support from the Strategic Planning Committee. The support provided consists of review and evaluation of goals; tracking metrics to monitor goals that are on target; provide reports to the Executive Committee, Board of Directors, and General Membership as to the progress of attaining specified goals. The updates will be provided through the standard communication channels of the North Carolina Jaycees. The evaluation of the current Strategic Plan will feed into future Strategic Plans for the organization.

This strategic plan provides a goal structure to carry the North Carolina Jaycees through 2023 that creates a framework for the evaluation of the goals of the organization and ensures that the organization is on target to fulfill the mission of the corporation. Ratification of the plan is necessary to ensure the needs of a diverse organization are being met by state leadership.

The Strategic Planning Committee focused on five strategic topics to help the North Carolina Jaycees continue to be a relevant organization: Things the organization does well and should continue to do, new ideas the organization should try, old ideas the organization should discard, major threats and challenges, and recommendations to address those threats and challenges. The committee is also recommending high-level membership and financial goals, which it believes are attainable by following recommendations in the five topics.

The Strategic Planning Committee incorporated feedback from chapters across the state of NC, as well as from past and current state leaders to create the following goals and strategies designed to improve leadership development for all Jaycees members.

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Membership and Financial Goals

Summary

The North Carolina Jaycees would like to increase membership relative to our baseline trajectory to between 360 and 380 members starting in 2021 with approximately 360. This will require increasing our retention rate from its current 60% and/or adding new members faster than our current pace of 120 a year.

Financially, the North Carolina Jaycees would like to maintain a balanced budget of approximately \$27,000/year in expenses during this period, with higher spending funded by sponsorships.

Membership

Baseline Scenario After taking into account ageing out members (101), current retention rates (60%), and current new member rates (+120), the North Carolina Jaycees are on pace to decline from 360 members to approximately 280 by 2023.

+1 Scenario: If the North Carolina Jaycees continue with plans to increase membership a net +1 per year, membership will end at 363 by 2023, which is an increase of 85 relative to the baseline.

+10% Scenario: If the North Carolina Jaycees improve retention rates and member recruitment by 10%, membership will end at 389 by 2023, which is an increase of 111 relative to the baseline.

Figure 1: Membership Growth/Decline Scenarios

<u>Year</u>	Membership Trajectories		
	<u>Baseline</u>	<u>+1</u>	<u>+10% Recruit/Retain</u>
2021	320	361	364
2022	296	362	383
2023	278	363	389

GOAL: If the North Carolina Jaycees would like to adopt the +1 Scenario as a goal for the strategic plan, with the +10% Scenario being considered a stretch goal.

Finances

The primary sources of revenue for the North Carolina Jaycees are membership dues (\$10,000) and Convention Registrations/Sponsorships (\$17,000). Its major expenses are conventions (\$15,000) and Accounting/Travel/Awards (\$12,000). Assuming membership remains relatively steady, the organization can operate conservatively on a budget of approximately \$27,000/year.

GOAL: The North Carolina Jaycees should adopt a strategic budget of \$27,000/year in expenses, and attempt to offset any higher expenses with sponsorships. Cutting annual travel expenses and/or reducing expenses on mid-year convention could also help achieve this goal.

What the Organization Does Well

The North Carolina Jaycees should continue to visit chapter events consistently and create opportunities for local chapters to work together. Conventions that offer training opportunities for future chapter and state leaders should continue to be part the organization's value proposition to its members.

- a) Continue regular visitation of local chapters by members of the executive committee.
- b) Facilitate inter-chapter communication and projects such as the Cycle Century in 2021.
- c) Host Conventions.
- d) Build a pipeline of future Chapter and State Leadership.

New Ideas the Organization Should Consider

The North Carolina Jaycees should explore partnerships with other state-level entities that share our mission and vision, and work to offset the cost by establishing a leadership society.

- a) Work with the memorial foundation to better utilize the renovated headquarters and use its resources for board training and chapter development.
- b) Incorporate chapters and younger members in the planning of state events and programs.
- c) Use the Zoom platform to hold more online events and trainings to bring members together during the year at lower cost.

Old Ideas to Review

The North Carolina Jaycees should consider scaling down its commitment to having a standalone headquarters and modernizing mid-year convention by allowing participation online and shifting the format to focus more on member engagement.

- a) Reduce the focus on official trainings and shift to more relevant and visible knowledge building sessions.
- b) Repurpose conventions to focus more on fun and fellowship.

Threats and Challenges with Proposed Solutions

Threat 1: There are too many other competing young professional groups, many do not charge a fee, which makes it difficult for the Jaycees to distinguish themselves and demonstrate their value.

Answer 1: Partner with other state level entities or non-profits to provide more exclusive and well-recognized training and networking opportunities to our members. Demonstrate the value of the Jaycees to state and local business and community leaders by using formal letters or other media to highlight local projects, members, and opportunities.

Threat 2: Membership recruitment and retention are difficult due to the busy work schedules of members and the many other activities that compete for the time of our members.

Answer 2: Host socials in local Apartment complexes where people who are new to the area are likely

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to be. Tailor personal development projects to the interests and tastes of the current members. Have the NC Jaycees assist with contacting chapter members during renewal periods.

Threat 3: The NC Jaycees currently places too much emphasis on convention attendees, causing members who cannot attend to feel excluded and unaware of what the state does.

Answer 3: Continue the visitation of local chapters by members of the executive committee. Work to be more flexible and inclusive of members at end of year and midyear conventions by making them shorter, more accessible, and fun. Create opportunities for more regular communication between state leaders and local members.

Word Cloud Exercise

The North Carolina Jaycees had their annual meeting and held a word cloud exercise with the members. The overall takeaways were that the Jaycees would like to be more impactful, diverse, and seen as leaders. We should get there by being more inclusive and creating passionate and dedicated members.

Figure 2: The Jaycees Today



Figure 3: The Jaycees Tomorrow



Figure 4: How do we get there?

