

# HOW TO START A A LOCAL ORGANIZATION GUIDE



## MANAGEMENT

A helpful guide to assist anyone interested in starting a LOCAL JCI Organization.



PROGRAMS



# HOW TO START A A LOCAL ORGANIZATION GUIDE

## Table of Contents

<b>Introduction</b>	<b>3</b>
<b>About JCI</b>	<b>4</b>
<b>Why Start a Local Organization</b>	<b>5</b>
<b>Step 1: Form a Committee</b>	<b>6</b>
Creation Committee Chairman	7
Committees	7
<b>Step 2: Research and Planning</b>	<b>8</b>
Know the Rules	8
Where to Start a Local Organization	8
Analyze the Potential	9
<b>Step 3: Plan of Action</b>	<b>10</b>
<b>Step 4: Recruiting Strategies</b>	<b>11</b>
<b>Step 5: Promoting Your Organization</b>	<b>13</b>
Marketing-Referral Approach	13
Sales Approach	13
<b>Step 6: Charter Local Organization</b>	<b>14</b>
<b>Step 7: Orientation and Charter Night</b>	<b>14</b>
<b>Step 8: Local Organization Development</b>	<b>15</b>
<b>Step 9: Follow-Up</b>	<b>17</b>
<b>Appendix I: Affiliation checklist</b>	<b>18</b>

*Note: The use of he or his in this guide implies both genders.*



## INTRODUCTION

The foundation for starting a new local organization is a group of four or five highly motivated young professionals and/or entrepreneurs. With cooperation, commitment and action, they can successfully create a new JCI chapter.

To become a member of JCI, an individual must belong to a Local Organization. Every Local Organization must be affiliated with a National Organization, which is in turn affiliated to Junior Chamber International. Over 200,000 members in more than 5000 Local Organizations all over the world meet regularly to build leadership and entrepreneurial skills, social responsibility and friendship. Out of these Local Organizations leaders emerge — young people active in the business, civic and cultural affairs of their communities, their nations and the world!

There are hundreds of thousands of young people who have yet to learn of JCI — people who would welcome the opportunity to develop their abilities and create positive change in their community. It is to these young people, and these communities, that we have the responsibility and challenge to carry the inspiring message of founder Henry Giessenbier Jr.:

*"From within the walls of the soul of this organization  
wherein the foundation of character and good citizenship are laid,  
I hope a message will come in the sometime of tomorrow  
that will stir the people toward the establishment of a  
permanent and everlasting world peace."*

The How to Start a Local Organization Guide is just one of several publications prepared by the JCI World Headquarters. It is our hope that you find these guides valuable in your efforts to extend the JCI philosophy and principles to more young people.

We welcome your comments, criticisms, and suggestions so that we may continually improve our services to you. Let us know your Local Organization's needs and our professional staff will be happy to assist you. Please be specific in your requests so that we can provide you with pertinent suggestions, publications, and advice. We are here to help you in whatever way we can.

Secretary General

JCI (Junior Chamber International, Inc.)

Copyright © 2006 by JCI. All rights reserved.

## ABOUT JCI

The goal of JCI as a non-profit organization is to fulfill its mission. The mission of JCI is: “to contribute to the advancement of the global community by providing the opportunity for young people to develop the leadership skills, social responsibility, entrepreneurship and fellowship necessary to create positive change.” All the activities of the JCI organization should be focused on these goals.

Membership in JCI offers opportunities for young people between 18 and 40 years of age interested in developing skills in one or more the following areas:

### ENTREPRENEURSHIP

JCI offers many opportunities for members become better entrepreneurs. As a member of JCI, you are connected to a worldwide networking group of 200,000 people. Members have specific opportunities to develop new business relationships through JCI BizNet and by attending JCI international conferences and the JCI World Congress. There are also entrepreneurship programs that are run on an international level and that can be run on a local and national level as well, such as the Best Business Plan Competition, Business Networking Event, and Creative Young Entrepreneur Award. By running and participating in these programs, members can gain real-life experience, receive recognition, and develop skills that help them run their own business. Learn more at <http://www.jci.cc/channel.php?c=en>

### LEADERSHIP

All communities need principle-centered leaders and JCI has a 90-year history of developing them. As a member, you have the opportunity to lead a project, chair a committee, or serve on a local board of directors. Local leaders may go on to lead JCI on the National and International levels. These experiences give hands on practice of leadership skills that translate into success in other areas of the member's life. In addition, The JCI Outstanding Young Persons Award (TOYP), The Public Speaking World Championship and the Public Debate World Championship recognize young people who demonstrate outstanding leadership skills from around the world. Learn more at <http://www.jci.cc/channel.php?c=ldr>

### MANAGEMENT

We all want to get ahead. By participating in JCI activities, members have the opportunity to learn to manage people, tasks and time more efficiently. Chapter Management training is offered through JCI University. Improved management skills equals improved efficiency in all areas of the member's life, making them a more valuable employee. Also, the JCI Awards Program and the JCI 100% Efficiency Program recognize organizations for their effective management. Learn more at <http://www.jci.cc/channel.php?c=man>

### TRAINER

One of the best ways to assimilate is a skill is to teach it. Members can participate in JCI University, a professional training organization within JCI that “trains the trainer.” The JCI University Certification Program is a road map to achievement in the field of training. The first level begins with basic presentation skills and participants can work their way up to developing and delivering training courses at an international level. Experience gained in training at JCI lets participants excel when they go back to train their own employees. Find more information at <http://www.jci.cc/university/>.



# WHY START A LOCAL ORGANIZATION

Creating a Local Organization is one of the most worthwhile and gratifying experiences that an individual or group of individuals can undertake.

1. The creation of a Local Organization is a unique exercise in leadership development. It provides individuals with practical skills in project management, sales, networking and decision-making. It tests and hones the skills of anyone looking to start a business. And it provides individuals with a better understanding of the organization and enduring friendships.
2. If a Local Organization is created with support from employers, individuals are specifically selected by their employer to represent the company and pursue leadership opportunities, build business contacts, experience personal development, become involved in the community, and take part in career advancement training.
3. The creation of a Local Organization provides the community and chamber with stronger leaders, a better community to live in, potential non-profit board members, working partnerships, and a heightened sensitivity to people of all backgrounds and nationalities. Many communities struggle to keep the best and brightest young people in the community. Having a strong network like JCI will help such communities retain its most promising leaders.
4. Creating a Local Organization provides businesses with more productive and effective employees, increased market opportunities through referrals, employees that are highly aware of the needs of consumers in the community, skills training at a very low cost, and widespread networking opportunities.
5. In creating a Local Organization, the individual or group of individuals seize an opportunity to belong to a network of existing Local Organizations. Creating a Local Organization helps build a stronger National Organization.
6. The successful creation of a Local Organization gives members a special and tangible sense of accomplishment.
7. The creation of a Local Organization by former members of JCI fulfills a responsibility to other young people - a partial return for the benefits received from membership, and a repayment for the efforts others made to bring JCI to their community.
8. The creation of a Local Organization is the best way to broaden the scope of JCI work, developing better leaders, better communities and greater understanding among peoples of all backgrounds and countries.

To assist you with the process of starting a new Local Organization, we have included an Affiliation Checklist, which will help you keep track of the major milestones in the affiliation process. This document can be found in **Appendix I** at the back of this kit.



# STEP 1: FORM A COMMITTEE

Part of the mission of JCI is to extend the benefits of membership to as many young people as possible. Only in this way can JCI make a noticeable positive change in the global community. Beyond this, creating a Local Organization is one of the most worthwhile experiences that an individual or group can undertake.

## 1. BENEFITS TO THE NEW MEMBERS:

The benefits to the new members joining the new chapter are immense. A new local organization provides an unequalled opportunity to reach out to a great many people in the community who will gain both personally and professionally from membership. In addition to the opportunities in the areas of entrepreneurship, leadership, management and training discussed in the “About JCI” section, members will form friendships and grow as individuals. Members that are sponsored by their employers to represent their company gain opportunities to build business contacts, become involved in the community, and take part in career advancement training that will improve their company.

## 2. BENEFITS TO THE FOUNDERS OF A NEW LOCAL ORGANIZATION:

The creation of a Local Organization is a relatively rare JCI event. It is a unique exercise in leadership development. It provides individuals with practice in project management, sales, networking and decision-making that hones the skills needed to start a business. The experience gives an exceptional understanding of JCI and its mission -- it can teach more about JCI in several meetings than could be learned in a year of doing other activities. The successful creation of a Local Organization gives founders a special and tangible sense of accomplishment and a special place in the history of JCI. They are growing the existing network of Local Organizations and building a stronger National Organization.

## 3. BENEFITS TO THE COMMUNITY AND CHAMBER OF COMMERCE:

The creation of a Local Organization provides the community and chamber with stronger leaders, a better community to live in, potential non-profit board members, working partnerships, and a heightened sensitivity to people of all backgrounds and nationalities. Many communities struggle to retain their best and brightest young people. Having a strong network like JCI will help them retain the most promising leaders. The creation of a Local Organization by other JCI members fulfills a responsibility to other young people — a partial return for the benefits received from membership, and a repayment for the efforts others made to bring JCI to their community.

## 4. BENEFITS TO BUSINESSES AND ASSOCIATIONS:

Creating a Local Organization provides businesses with more productive and effective employees, increased market opportunities through referrals, employees that are highly aware of the needs of consumers in the community, training at a very low cost, and widespread networking opportunities. These business opportunities through JCI can improve the economy of the community.





In starting a Local Organization, you will need a creation committee under the leadership of a motivated member who knows JCI. Since creating a new chapter can be a long process, the chairperson of the committee should be highly enthusiastic, extremely committed, and ready to learn and face new challenges. An outgoing, charismatic and passionate chairperson will be most effective for the essential tasks of reaching out to the community, drawing in members, and motivating the other members of the committee. The team can consist of experienced members of an existing chapter and possibly some new members. The members of such a committee must be willing to devote significant time and effort to the project. The chairman must act as a motivator for the team members to maintain their interest and commitment.

The chairman must then assess the skills of the committee members. There are 2 essential qualities of an effective committee member.

1. **Enthusiasm:** Most importantly committee members must have deep enthusiasm and motivation for the project. It cannot be acquired through training, but can be cultivated by an effective leader in those that have an interest in the project.
2. **Knowledge of JCI:** The committee must have knowledge of JCI, its mission, and its programs. As JCI is a non-profit organization, fulfilling the mission is the main goal and purpose of all JCI activities. Knowing the JCI programs is essential in explaining the activities of JCI to new members.

There are other skills that are valuable in starting a Local Organization. Training may be needed in these areas to ensure an effective team. Knowledge of recruitment strategies is necessary since in the beginning, everyone must be a recruiter. You can read more about the sales technique and the referral-based approach in the Recruiting Strategies section. Project planning is another valuable skill. Since starting a new chapter is in essence a project, the team must know the steps of project planning: survey, analyze, plan, execute, and evaluate. You may download from the JCI website a Project Planning presentation that will tell you more.

The committee chairman should assign members to areas in which they have strong skills. Under the direction of the chairman, each member of the committee should be given specific responsibilities and tasks to ensure that the new Local Organization will be organized from the start. Below is a general list of Areas of Activity to guide the structure of your committee. It is important to note that your team should be organized depending on the needs of the new chapter and the skills of team members. There is no set number of committee members; most often the chairman and a few of the most committed members do most of the tasks.

**Creation Committee Chairman:** Chairs committee meetings, coordinates overall committee activities, motivates committee and members, sells the idea of the chapter to potential members and business leaders, helps make contacts, reports on the progress and supervises all phases of the program.

**Activity Areas:** Below is a list of the areas of activity to be assigned with a brief description of the specific tasks involved. You will find more detailed information on these areas in following sections. Each duty can be assigned to one person or a group, depending on the size of the team and the skills and commitment level of the members.

1. **Contacts and Referrals:** Identify potential members and business, government and community leaders who can refer their employees and contacts to the new chapter. Everyone involved should contribute to the chapter's contact list with their own personal and business contacts who may be interested.
2. **Promotion and Publicity:** Create, distribute and follow up press releases, advertisements, photography, and video for newspapers, magazines, web, radio and/or television; Create and distribute flyers, signs, advertisements and invitations; administer website.
3. **Recruiting and Sales:** Call, email, or write to all contacts and referrals to discuss the chapter, invite them to events, and encourage their involvement. Make appointments and conduct face-to-face meetings with business and community leaders in order to explain the organization and elicit their support and sponsorship.
4. **Finances:** Keep records of all receipts and expenditures of the committee, including dues and affiliation fees and issue invoices for new members. Ensure that every expense is properly approved and presented to the treasurer of the sponsoring Local Organization, if they are providing the funding.
5. **Program and Events:** Coordinate and plan all informational meetings and events held, including Charter Night. Arrange for speaker or plan presentation, set agenda, invite appropriate sponsors, donors and supporters, coordinate location and logistics, and advise publicity committee of relevant information.
6. **Follow-up:** Provide support and guidance to the new Local Organization after it is chartered and a board of directors has been elected. Ensure a Plan of Action is written and implemented and act in an advisory capacity, offer guidance and practical help where necessary.

## STEP 2: RESEARCH AND PLANNING

### KNOW THE RULES

Prior to starting a Local Organization, it is important to thoroughly understand your National Organization's bylaws and policies relating to creation and affiliation of new Local Organizations. Investigate the dues structure and inquire if your National Organization charges additional affiliation fees or has deadlines for submission of new Local Organizations. Learn about the usual or traditional way a new local organization is created in your National Organization and the expectations of your JCI National Officials regarding the procedures. This information will guide the committee in deciding on the initial cost of membership dues in the new chapter. Various countries and regional governments also have specific laws and regulations that must be adhered to when it comes to incorporating or recognizing an NGO.

At the international level, certain policies and protocols are also in effect; for example, should you plan to extend into a country where a National Organization already exists, prior approval must be obtained from that organization before undertaking the extension. All inquiries pertaining to extension procedures at the international level should be directed to the JCI World Headquarters.

### WHERE TO START A LOCAL ORGANIZATION

When the question "Where can we start a JCI Local Organization?" comes up, it is not only is it possible to start a chapter in the neighboring cities that lack JCI local organization, but also the very city or town in which your own Local Organization operates.

You can start a new Local Organization in any community where there are people that fit the profile of a JCI member and there is an opportunity to reach out to young leaders and entrepreneurs. Usually any city, suburb, town or village with at least 25 enthusiastic young people between the ages of 18 and 40 can become the home of a Local Organization.

Ask: "How many localities in my area have no Local Organizations?" and "How many localities in my area could support a Local Organization?" In a large city, having just one Local Organization is usually insufficient; it may support several Local Organizations. Consider: "Has JCI reached out to all parts of my city?" or "How many more Local Organizations can my city and its suburbs sustain?" The membership potential varies in locations around the world and depends on many factors, including the number of people ages 18-40 and the economic and cultural climate.

Once you have determined a list of possible locations, another important step is to analyze the actual potential of the locations before deciding on one. Consider the following questions:

1. What is the population of the area and the age demographics? Is the population of the area growing or declining?
2. How many other non-profit organizations, business organizations and service organizations are in the area? What are their current membership levels, and what is the degree of their activity and effectiveness? Is the area saturated with clubs?
3. What percent of the area is residential and what percent is commercial? What commercial enterprises and businesses exist in the area? What is the range of job categories? What industries operate in the area?
4. Where is the nearest Local Organization? Are there any former JCI members or JCI Senators in the area?
5. What media outlets are available in the area?

After the information has been collected and analyzed, you will better be able to select the exact location in which to base the Local Organization. Then, inform your National Organization of your plans. Also, make your intentions known to surrounding Local Organizations, as they may be able to help or have contacts to assist you. If no JCI exists in the country, please consult with the JCI World Headquarters or JCI officers from neighboring countries on your efforts. They can provide you with important advice and relevant information on JCI.



## ANALYZE THE NEEDS OF THE AREA

By analyzing the needs of the area, you will be sure you are providing the most relevant opportunities for the area.

One way is to survey community, government and business leaders about the skill sets employers are seeking and the economic structure of the community. To facilitate this, you may make appointments with the chamber of commerce or business leaders, for face-to-face meetings. Understanding their vision for the future of the community will help you see how JCI can provide community members with the skills to fulfill such a vision. It may be helpful to use a questionnaire to gather comments of community leaders on the economic climate, social challenges, and training needs will provide the affiliating team not only with valuable data to target prospective members, but also with ideas for the new organization's programming and projects.

Another way to evaluate the needs of the area is by reading news articles in local newspapers, magazines and newsletters. We also recommend looking at the human interest and business sections, as these can give you an insight into the needs of the community.



## STEP 3: WRITE THE PLAN OF ACTION

The committee should clearly state their objectives and goals and determine the steps that will most effectively bring them to their goals. Setting a timeline of specific steps and deadlines is also crucial to establishing the new Local Organization. When you write down the steps you will take to reach your goal, you are creating a map for the project that you can always look at if you lose your way.

Note that these Plan of Action elements look similar to the Plan of Action in the JCI Project Business Plan. Because you are truly conducting a “project,” this guide can assist the team in quickly completing the planning process and delivering the desired results. You may download the JCI Project Business Plan from the JCI website.

Parts of a plan of action:

1. **The Mission or Purpose of the Project:** Clearly state the reason why your committee is conducting the project. The Mission or Purpose must identify the project’s aims in one sentence that can easily be understood by everybody involved in the project.
2. **The Key Activity Areas:** List the key activity areas using the project using the duties of the committee in the “Form a Committee” section as a starting point.
3. **The Objectives in Each Area:** Establish the major objectives and goals in each key activity area. The objectives must be achievable and easily understood by the members of the committee.
4. **Strategies to Accomplish Each Objective, the Person Responsible for It, and the Deadline:** Each objective must have clear strategies, the time for completion, and a designation of those responsible for it. You will read about promotion and recruitment strategies in the following sections that will help with this part.
5. **Action Steps in Each Strategy:** Each strategy must be broken down into specific and small action steps. Every action that must be taken by a committee member in order to complete a strategy must be written down, so everybody knows exactly what they are to do and what is expected of them and others. You will read more about certain recommended action steps in the following sections that will help with this part.

The best plans of action are organized, fulfill the needs of the members of the group, offer the opportunity to each member of the group to contribute with his skills, are achievable, are simple and clear, are specific and precise, are flexible, are well financed, and are complete.

**Budget:** After the Plan of Action is completed, a detailed budget must be written including anticipated expenses and sources of income. Expenses to be anticipated may include:

**Promotional and Public relations expenses:** paper, printing and postage for correspondence, letters, flyers, brochures and invitations; press conferences, news releases, photographs, signage, banners, etc.

**Logistical Expenses:** Travel costs, meet room rental, food and refreshments

There will, very likely, be other costs associated with your extension efforts; therefore, it is important that careful thought be given to these in advance so that funds will be available to meet them. Initial expenses incurred in establishing a new Local Organization are often paid at least in part by the extending organization.

There will also be affiliation fees to pay the governing JCI organization when officially affiliating to JCI, which should be considered when preparing the budget. Find out exactly how much this expense will be per member and how much the extending organization will be willing to cover in order to decide how much membership dues should be. The team may decide to set initial membership dues near the same price as the governing JCI organization charges and hold fundraisers and seek sponsorship for additional expenses, or set membership dues higher in order to collect funds for operation directly from the members.

**Timeline:** Develop an overall timeline of specific action steps and deadlines, from start to completion in all key activity areas. The timeline should go beyond the point of affiliation and plan to continue to help the first board of directors to run the chapter.

## STEP 4: RECRUITING STRATEGIES

A main area of activity in creating a new chapter is recruiting. In the creation of a chapter, all committee members act as recruiters, not just the committee members assigned to that task. Whenever you come into contact with a potential member, you must be ready to sell the idea of the organization and recruit them. The target market, or potential members, can be defined as young leaders and entrepreneurs over the age of 18 and under the age of 40 who are interested in contributing to the advancement of the global community by developing leadership, management, entrepreneurial and training skills necessary to create positive change. During the process of recruitment, you must appeal to this target market.

### KNOWING THE BENEFITS

You attract members with benefits, opportunities, and programs that appeal to them. When preparing to recruit, learn, understand, and be able to clearly explain the benefits of membership in JCI, including all the programs that JCI offers. If you are an experienced JCI member, you already know the benefits of membership from personal experience. Refer to the “About JCI” section of this document to read a synopsis of the opportunities and programs that JCI offers. As a chapter, you may want to choose specific programs for your organization to plan and promote based on the needs of the community.

As the team prepares the recruitment section in the Plan of Action, they must understand the Marketing Referral approach and Sales approach, which are explained below, and which will guide recruitment plans and action steps. In the many effective recruitment projects, both strategies are usually used to some extent, however the committee may want to choose one as the primary approach.

### THE MARKETING REFERRAL APPROACH

Marketing Referral approach relies on committee members, community and business leaders, and interested prospective members to recommend persons who fall within JCI's target market. Referrals are then pursued by sending marketing materials by post mail and email, such as brochures, flyers, and invitations to informational meetings or events. They can be called by those in charge of recruiting and sales who will tell them about the organization, invite them to chapter events, and invite them to join. Also, advertising and press releases to build interest in JCI, thereby spurring prospective members to learn more about JCI by attending informational meetings and/or open houses and to determine whether or not JCI is a good fit for them.

### THE SALES APPROACH

The Sales approach is a more assertive strategy. Using this strategy, the team will directly approach businesses and community leaders in the area that have or have not been referred to the organization by sending letters and then following up with a telephone call. They will schedule face-to-face sales meetings and presentations. The purpose of these meetings is to sell JCI to the businesses and ask them to sponsor the membership of employees, sponsor a chapter event by providing funds, provide a speaker or trainer, or provide additional contacts. Demonstrate to these leaders that JCI is an action organization working to build better leaders and better communities.

An experienced salesman on the recruiting committee can help guide the use of the sales approach. This member will demonstrate to the recruiting committee good phone etiquette when setting appointments with contacts, as well as accompanying this committee on its first face-to-face sales call/appointment. If the sponsoring committee or Local Organization does not have someone experienced in sales, contact other members in your National Organization.



## DEVELOP LIST OF CONTACTS

In order to implement these strategies, the team must develop a list of contacts. This should begin early in the process of creating the local organization, however building and refining the chapter's contact list will be a continual process.

- Begin by asking your committee members and other current or past JCI members to refer to you any of their personal contacts who would be interested in joining, sponsoring, or partnering with the new chapter. The person who makes the referral should let the person know they will soon be contacted by a representative of the new local organization.
- Get a database or listing of companies and organizations in your area. Often this can be obtained from your local Chamber of Commerce. Ideally, the database will provide the name of the appropriate contact person within a company. Narrow the list of businesses by considering number of employees and type of industry. It is ideal to contact businesses with more than 50 employees, businesses that employ newly graduated university students, small business entrepreneurs, and university students in order to reach the target market.
- Research individuals you feel can be helpful in generating interest in establishing a Local Organization. These may include civic leaders such as the mayor and council members; service organizations, chamber of commerce; newspaper editors; etc. Research the media outlets and their contact information for sending press releases and advertisements.
- Make a practice of including an email address and/or phone number on all printed materials and on the local organization's website so that anyone who happens to see it can contact the organization and be added to the list of contacts.



## STEP 5: PROMOTING YOUR ORGANIZATION

It is important to identify which promotional elements will best fit your recruitment strategy and enable you to achieve your recruitment goals. Below you will find a detailed explanation of ways to promote the organization using each strategy.

### MARKETING-REFERRAL APPROACH

First, the sponsoring committee should send a press release with detailed information about the new Local Organization to local media outlets in order to generate interest and inform the community that there is a new Local Organization. Flyers can be included with the press release. Once the sponsoring committee feels that they have enough contacts and have sparked enough interest, the team should organize an informative open house.

Direct mailings are a key promotional tool that should be used when taking the Marketing-Referral Approach. As the team receives individual referrals, they will send letters and flyers to each referral. The letter tells them how they can benefit from the organization and invites them to the informational meeting or open house. Contact executives of local businesses to ask that they encourage their employees to attend the first event. Let them know how it benefits them to have their employees as members of JCI. If the information is available, you should contact as many referrals as possible by phone to answer their questions and determine interest in the new organization.

### SALES TECHNIQUE APPROACH

Using the Sales Technique, the initial phone call and appointment setting should take place right after developing the list of contacts.

The team can start with the local chamber and/or civic leaders. In this meeting, the team will give a brief summary of JCI's history, an overview of JCI's mission, and a description of how JCI has helped other communities and will help theirs. These face-to-face meetings will enable the team to have open discussions with community leaders, where the team can learn the community's needs and point out the skills that JCI can help community members develop to meet those needs. Team members can use a survey questionnaire during these meetings to help direct the conversation. The team should have support documents on hand. Be prepared to ask them to refer business leaders or other contacts.

The team should meet face to face with local businesses and business associations as they are a good source for potential members. Be sure to call and make an appointment first; do not simply show up unannounced. During the meeting give them an overview of JCI, tell them how they can benefit from the organization, how their employees will benefit, and persuade them to nominate employees and sponsor their membership. We recommend that team members take with them information and support documents on JCI and the new Local Organization.

The next suggested step would be to send a press release with detailed information about the new Local Organization to local media outlets. Sending JCI brochures and flyers to accompany the press releases is also recommended.

Using the contacts received from the meetings, the team will send informational letters or brochures to these contacts. These letters are intended to spark individual interest in JCI. Do not forget to follow up the letters with a call to prospective members or business leaders to arrange face-to-face meetings.

JCI provides a free website to all local organizations. This is a very valuable promotional tool because it allows updated information about the chapter to be available constantly. Any business leader, community leader, or prospective member that the team has contacted or met with can refer to the website at any time to get detailed information about the chapter, who they can contact if they have questions, and the upcoming events. Contact your national organization if you would like to take advantage of this service.

JCI provides files for printing brochures, poster, letterhead, business cards, and envelopes all with the JCI logo. You can also download videos that can be used for promotion or at informational meetings. Using these files will provide you with professional marketing tools. Visit the Corporate Identity section of the JCI website to download these resources. When creating flyers or advertisements for specific events, it is important to follow the JCI corporate identity guidelines and the guidelines of your national organization so that JCI can maintain a recognizable brand everywhere in the world. You will also find guidelines and files for creating a logo for you new local organization.

## STEP 6: AFFILIATE THE LOCAL ORGANIZATION

Once you have gotten the required number of members to commit to the organization, submit the new Local Organization's application to the governing JCI organization. The committee should be wrapping up paperwork and other details as outlined in the Constitution and policies of the corresponding National Organization. The committee should ensure all finances such as sponsorships or dues payment are collected for all nominees and prospective members and submitted for affiliation. The collection of funds must not be left until the very last minute, or it may cause delays in the official affiliation of a new Local Organization. Dues should be collected when nominees are received and prospective members complete an application. No individual officially becomes a member until his dues are paid in full.

After you have met with the business leaders of your community and signed the first members, the team must continue to follow-up with referrals passed on by community and business leaders, as well as follow-up with employers who needed time to select employee nominations following your meeting. It is vital to the reputation of our organization that you follow up in a timely manner with every person or business to whom you promise a phone call, info packet, etc.

## STEP 7: ORIENTATION AND CHARTER NIGHT

You have submitted the new Local Organization information and all applicable dues to the National Organization (or governing body); it's time for the first official meeting of the Local Organization. This first meeting is typically the initiation or charter night when new members are formally inducted into our organization.

The Charter Night Banquet is a significant and impressive event for the new Local Organization. It publicly demonstrates the commitment of the Local Organization to becoming a vehicle for young people to gain leadership training. This function also offers an excellent PR opportunity, showing the community that these young people have launched a new organization dedicated to civic improvement.

The agenda should be kept somewhat formal and should include recognition of major sponsors, donors and supporters of this endeavor. The program for the event should also include an orientation of the organization's philosophy, principles and history.

In establishing the date of the Charter Night Banquet, members should ensure they have ample time (three or four weeks) to invite dignitaries. Never list a chief speaker like a national president unless you have confirmation of the president's ability to attend.

Once the Charter Night Banquet date is established, notify your National Organization of the proposed date. Invite the president or other national officer to be the main speaker. Charter Night details should be coordinated by the sponsoring extension team with cooperation from the new Local Organization members. Details include the following:

1. Invitations to newspapers, radio, television, community officials, business leaders, local dignitaries and other organizations (e.g., Rotary, Lions, AIESEC, etc.).
2. Invitations to all neighboring Local Organizations as well as national officers.
3. Invitations to the members of the new and the extending Local Organizations. A large turnout from both Local Organizations is important.
4. Planning the Charter Night program, ensuring that:
  - It is a special program specifically prepared for new members and guests.
  - It is separate from regular meetings
  - It provides honest information and recommendations on how to become a successful JCI member.
  - It encourages the affiliating team to assist all new members in becoming successful in JCI, so that they can take their JCI experiences and apply them to other aspects of their lives.
  - It leaves new members feeling that they belong to JCI.



## STEP 8: LOCAL ORGANIZATION DEVELOPMENT

It is now official — the initiation charter night is recorded in history. The next step is the development of the Local Organization. It is important that the extending local organization continue to help develop the Local Organization once it is affiliated. Below an example of a possible development program divided into six phases. Your chapter should choose its programs, events and trainings depending on the needs and desires of the members.

### Phase 1

- Conduct an Orientation and Charter Night. (See prior step for details.)
- Encourage members to become active

### Phase 2

- Elect board of directors and committee chairpersons.
- Conduct your first Board of Director Meeting.
- To be a Local Organization officer is not only a responsibility but also a great opportunity to gain new experiences and knowledge in managing an organization and leading other people. To fully take advantage of the opportunity, all officers need adequate and periodic training.
- Offer Non-Profit Management training (such as JCI Achieve).
- Conduct a general membership meeting run by the newly elected board
- Continue recruitment and promotion activities with new board of directors taking over. Continue to follow up with contacts and referrals.

### Phase 3

- Formulate Local Organization Strategic Plan.
- Complete Local Organization Constitution and Bylaws.
- Implement website and e-newsletter, if not already done. (Visit [www.jci.cc](http://www.jci.cc)).
- Conduct a general membership meeting
- Begin team activation or scorecard program, a fun activity that gets the new members involved. Each member will be assigned to one of the various teams to compete for prizes. Teams earn points by getting involved, such as attending meetings, functions, projects, etc. The team with the most points at year's end wins the prize.

### Phase 4

- Conduct a Business Networking Event (BNE). For additional details, please visit [www.jci.cc](http://www.jci.cc).
- Conduct a Service project (selected by Local Organization based on community needs).
- Conduct general membership meeting.
- Host a business skills seminar (use Business Leaders survey and results, and choose one of the top selections).

### Phase or Month 5

- Conduct a personal skills program (personal improvement focus selected by members).
- Conduct general membership meeting; include a keynote speaker.



## Phase or Month 6

- Report to members and sponsoring employers, if they desire, on the meetings the member has attended, the programs they've chaired, and the committees on which they've served, and indicate if they have been absent and not active with the Local Organization.
- Implement The JCI Outstanding Young Persons Program (TOYP), JCI Creative Young Entrepreneur Award (CYEA) or JCI Best Business Plan Competition (BBP).
- Conduct a general membership meeting.

By following this Local Organization Development program over the first six months, each member will have the opportunity to develop leadership skills, a sense of social responsibility, entrepreneurial skills and fellowship in their local community. And each structured committee will have a part in establishing the future direction of the Local Organization and its activities.

At this stage in the Local Organization's development, the sponsoring committee and National Organization's job is complete. It does not mean, however, that the newly affiliated Local Organization is ready to operate on its own without guidance. The National Organization should continue to monitor activities and suggest solutions when solicited. Program material and personal advice by national officers can be very valuable. But most important, the new Local Organization should ask its members for their ideas so that projects will cater to the interests of members and the needs of the local community.

Refer to the "About JCI" section of this guide and the JCI website ([www.jci.cc](http://www.jci.cc)) to get more programming and event ideas.



## STEP 9: FOLLOW-UP

### RESPONSIBILITY OF THE SPONSORING LOCAL ORGANIZATION

This might be considered the most vital aspect of extending a new Local Organization. Many times, new Local Organizations are formed with a burst of enthusiasm and then grind to a standstill. The primary reason for this is the lack of follow-through by the extending Local Organization. Recruitment activities should not stop at the minimum number of members. Part of the JCI mission is to offer opportunities to as many young people as possible. While exciting programs and events will naturally attract new members, the founding committee must ensure the principles of recruitment are not forgotten. Follow-up will ensure that the leaders of the new Local Organization are building the enthusiasm of members, maintaining effective internal communications, and actively involving everyone in worthy and satisfying activities or projects.

The extension committee and your entire Local Organization can play an important role in helping the new Local Organization build a solid foundation for the future. The founding committee should pass on the information they gained in the process to the new leaders of the chapter. They should attend as many meetings as possible and support the new Local Organization's projects through actual participation. Keep the new Local Organization informed of national meetings, conferences and conventions, and encourage members to attend. With proper and timely guidance, the sponsoring Local Organization will prove to the new Local Organization that it is a part of a worldwide movement.

The links between the two Local Organizations should be firm and should continue for at least 6 to 12 months after the affiliation. The job of starting a Local Organization does not end with the granting of a formal charter. It extends through the first formative year, and beyond if necessary.

### HELP FROM JCI

**If you need advice, materials, or brochures from JCI, please write, fax or call:**

JCI (Junior Chamber International, Inc.)  
15645 Olive Boulevard, Chesterfield, MO 63017, U.S.A.

Tel: +1 (636) 449 3100 - Fax: +1 (636) 449 3107  
E-Mail: [jci@jci.cc](mailto:jci@jci.cc) - Website: [www.jci.cc](http://www.jci.cc)



## HOW TO START A A LOCAL ORGANIZATION GUIDE



### A P P E N D I X I

## Affiliation Checklist



## Affiliation Checklist

- ☐ Form a Sponsoring Committee
  - Contacts & Referrals
  - Promotion & Publicity
  - Recruiting & Sales
  - Finances
  - Initiation – Charter Night
  - Chapter Development Program
- ☐ Sponsoring Committee determines “charter” dues to be charged to each new member.
- ☐ Determine recruitment strategy and timeline – step by step plan
- ☐ Develop list of potential contacts and sponsors, including community leaders
- ☐ Analyze the needs of the community – area serving
- ☐ Set up appointments with business, community and government leaders
- ☐ Collect applications and member dues
- ☐ Obtain charter-sponsorship fee (either contributed by sponsoring committee or local businesses)
- ☐ Set up an information – orientation meeting
- ☐ Once you’ve attained required number of applications and associated dues checks, complete applicable (NOM) affiliation forms
- ☐ Submit forms along with dues money and sponsorship (charter) fees to the affiliating Organization.
- ☐ Conduct Initiation – Charter night program with new member orientation and recognition of sponsors.
- ☐ Elect Officers, determine meeting location, days and time, determine ongoing membership dues
- ☐ Open bank account and incorporate chapter with the appropriate authorities.
- ☐ Follow Chapter Development program – supported by sponsoring committee.
- ☐ Continue signing additional members each month.