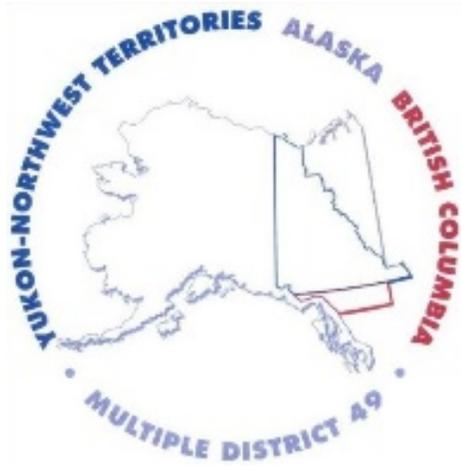


Long Range Planning Report



Talkeetna, Alaska

June 2016



Vision without action is merely a dream

A HISTORY OF MULTIPLE DISTRICT 49

INTERNATIONAL ASSOCIATION OF LIONS CLUBS

MD49 History published 3/1987 by PIDs Bill Russell & Bud Sweet, updated by PCC Howard Rixie 4/2013

Lionism was first introduced to Alaska in 1928, when Seattle Lions came and sponsored the first club in Juneau. Due to the depression, World War II and distance, the sponsoring club could not give them the support and attention needed. After three years the club folded in 1931.

Alaska



Alaska is a [state](#) in the [United States](#), situated in the northwest extremity of the [North American continent](#), with the international boundary with [Canada](#) to the east, the [Arctic Ocean](#) to the north, and the [Pacific Ocean](#) to the west and south, with [Russia](#) further west across the [Bering Strait](#). Alaska is the [largest state](#) in the [United States](#) by area, the [4th least populous](#) and the [least densely populated](#) of the [50 United States](#). Approximately half of Alaska's 731,449^[4] residents live within the [Anchorage metropolitan](#)

[area](#).

The name "Alaska" (Аляска) was already introduced in the [Russian colonial period](#), when it was used only for the [peninsula](#) and is derived from the [Aleut](#) *alaxsxaq*, meaning "the mainland" or, more literally, "the object towards which the action of the sea is directed".^[7] It is also known as [Alyeska](#), the "great land", an Aleut word derived from the same root

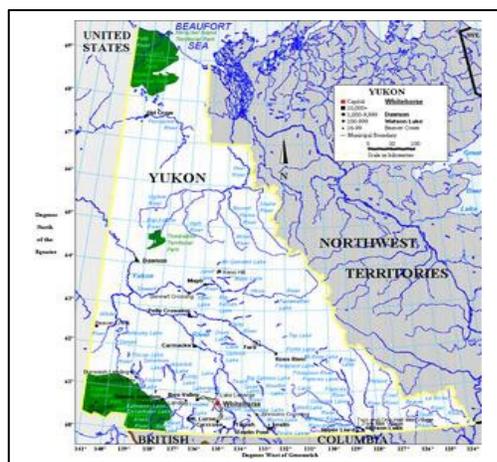
Alaska has a longer coastline than all the other U.S. states combined.^[8] It is the only non-[contiguous](#) U.S. state on continental North America; about 500 miles (800 km) of [British Columbia](#) (Canada) separates Alaska from [Washington state](#). Alaska is thus an [exclave](#) of the United States, possibly the largest exclave in the world. It is technically part of the [continental U.S.](#), but is often not included in colloquial use; Alaska is not part of the contiguous U.S., often called "[the Lower 48](#)".^[9] The capital city, [Juneau](#), is situated on the mainland of the North American continent, but is not connected by road to the rest of the North American highway system.

The state is bordered by the [Yukon Territory](#) and [British Columbia](#) in Canada, to the east, the [Gulf of Alaska](#) and the Pacific Ocean to the south, the [Bering Sea](#), [Bering Strait](#), and [Chukchi Sea](#) to the west and the Arctic Ocean to the north. Alaska's territorial waters touch Russia's territorial waters in the Bering Strait, as the Russian [Big Diomedede Island](#) and Alaskan [Little Diomedede Island](#) are only 3 miles (4.8 km) apart. With the extension of the [Aleutian Islands](#) into the eastern hemisphere, it is technically both the westernmost and easternmost state in the United States, as well as also being the northernmost.

Alaska is the largest state in the United States in land area at 586,412 square miles (1,518,800 km²), over twice the size of Texas, the next largest state. Alaska is larger than all but 18 sovereign countries. Counting territorial waters, Alaska is larger than the combined area of the next three largest states: Texas, California, and [Montana](#). It is also larger than the combined area of the 22 smallest U.S. states.

In 1944-45, Alaska separated from District 19 to become District 49 (provisional). In 1944 the Seattle Lions came back and sponsored the Anchorage Club, followed in rapid order by Seward, Fairbanks, Juneau and Ketchikan. A club was organized in Sitka in 1948, followed by Spenard and Mt McKinley in 1950. In 1950-51, the Yukon Territories, Canada became a part of District 49. District 49 officially became an international district in 1951 when the Whitehorse Club was chartered in Canada. In that same year the Douglas Club joined the district.

Yukon



Yukon^[3] is the westernmost and smallest of [Canada's](#) three federal [territories](#).

The territory was created from the rump of the [Hudson's Bay Company's North-Western Territory](#) in 1898. Receiving royal assent on March 27, 2002, the federal government modernized the *Yukon Act* to confirm "Yukon", rather than "Yukon Territory", as the current usage standard.^[3] Though officially bilingual (English and French), the Yukon Government also recognizes [First Nations](#) languages.

At 5,959 m (19,551 ft), Yukon's [Mount Logan](#), in [Kluane National Park and Reserve](#), is the highest mountain in Canada and the second-highest of [North America](#) (after

[Denali](#) in the U.S. state of Alaska). The territory's climate is [Arctic](#) in the north (north of [Old Crow](#)), [subarctic](#) in the central region, between north of [Whitehorse](#) and [Old Crow](#), and has a [humid continental climate](#) in the far south, south of [Whitehorse](#) and in areas close to the [BC](#) border.

The territory is the approximate shape of a [right triangle](#), bordering the [U.S. state](#) of [Alaska](#) to the west for 1,210 km (752 mi) mostly along longitude 141° W, the [Northwest Territories](#) to the east and [British Columbia](#) to the south.^[4] Its northern coast is on the [Beaufort Sea](#). Its ragged eastern boundary mostly follows the [divide](#) between the Yukon Basin and the [Mackenzie River drainage basin](#) to the east in the Mackenzie mountains. [Whitehorse](#) is the territorial capital.

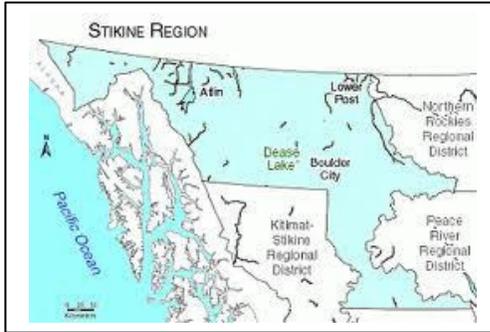
Canada's highest point, Mount Logan (5,959 m/19,551 ft), is in the territory's southwest. Mount Logan and a large part of the Yukon's southwest are in [Kluane National Park and Reserve](#), a UNESCO [World Heritage Site](#). Other national parks include [Ivvavik National Park](#) and [Vuntut National Park](#) in the north.

The capital, [Whitehorse](#), is also the largest city, with about two-thirds of the population; the second largest is [Dawson City](#) (pop. 1,327), which was the capital until 1952.

Growth was rapid over the next few years with the chartering of Fairbanks Midnight Sun, Delta, North Pole, Fairbanks College, and Mountainview in Anchorage. District 49 was still a "Provisional" district, with Lions Clubs International appointing our district governor. LCI challenged us to become a full fledge district with twenty (20) clubs and one thousand (1,000).

The LCI challenge was met in 1959-60. Don Berry was the first elected District Governor as a fully fledged International District. Watson Lake in Canada and Valdez Alaska were chartered in 1960. Eight years of rapid growth followed and by 1968, fifty-two (52) clubs had been chartered.

British Columbia Stikine Region



The **Stikine Region** (pron.: /stə'ki:n/) is an unincorporated area in northwesternmost [British Columbia, Canada](#) and is the only area in B.C. not in a regional district. The Stikine Region was left unincorporated following legislation that established the province's [regional districts](#) in 1968 and is not classified as a regional district,^[1] and contains no municipal governments which normally constitute the majority of seats on the boards of regional districts. There is only one local planning area, the [Atlin Community Planning Area](#), which was combined in 2009 with the Atlin

Community Improvement District to provide fire, landfill, water, streetlighting, sidewalks and advisory land use services. All other services not provided privately are administered directly by various provincial government ministries. The area around **Dease Lake**, formerly in the Stikine Region, is now within the boundaries of the [Regional District of Kitimat-Stikine](#).

The Stikine Region has a total population of 1,352 (2004 est.) including 282 First Nations persons, most from the [Taku Tlingit](#) of [Atlin](#) and [Teslin, British Columbia](#), and some reserves of the [Kaska Dena Council](#) (reserves and band governments are outside the jurisdiction of the provincial government and of the Stikine Region as an administrative body). The [2006 census](#) count was 1,109 persons. It has an area of 132,496.2 sq. kilometers (51,157.07 sq mi). Its 1 person per 100 km² makes it the least densely inhabited census division in British Columbia and least densely inhabited [census division](#) in [Canada](#).

Most of the Stikine Region, the boundaries of which reflect modern-era administrative realities, is composed of areas not part of the historical *or* geographical *Stikine Country* and the related *Stikine Mining District* but which *were* part of the Stikine Territory. These were the [Atlin District](#) and some of the [Cassiar Mining Districts](#), as well as some of the [Liard](#) basin, plus the basin of the [Tatshenshini-Alsekin](#) the "BC Panhandle" west of Skagway and north of [Alaska's Glacier Bay National Park](#).

Growth continued through the '60s until it became apparent, with the vast distance and time involved, one district governor could not give the needed service to the District.



Inuvik Region, Northwest Territories

The Inuvik Region in relations to the Northwest Territories.

The **Inuvik Region** is one of five [administrative regions](#) in the [Northwest Territories](#). The region consists of eight communities with the regional office situated in [Inuvik](#). Most of the communities are in the [Beaufort Sea](#) area and are a mixture of [Inuit \(Inuvialuit\)](#) and [First Nations](#) (mostly [Gwich'in](#)).

The Inuvik Region administrative entity includes the following [units](#):^[1]

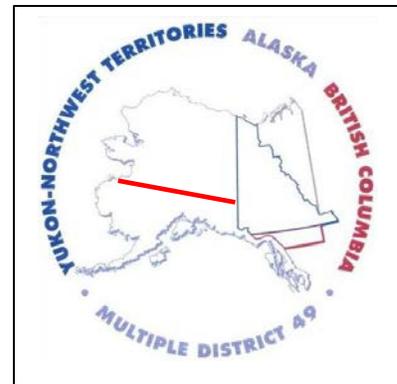
Community name ^[2]	Population ^[5]	Community name ^[2]	Population ^[5]
Aklavik	594	Sachs Harbour	122
Fort McPherson	761	Tsiigehtchic	175
Inuvik	3,484	Tuktoyaktuk	870

Community name ^[2]	Population ^[5]	Community name ^[2]	Population ^[5]
Paulatuk	294	Ulukhaktok	398

LCI issued a challenge that if we had seventy (70) clubs and two thousand (2,000) members, we could become a multiple district (w/ 35 clubs per district).

We met the challenge in 1970. The new organization was to become Multiple District 49, with two sub-districts 49A and 49B, with each having their own Governors and other officers to serve their District.

In 1970-71, District 49 divided into **District 49-A (Aurora)**; which is comprised of that portion of Alaska, south of the 62nd parallel (Susitna River, near Trapper Creek), to include the “Southeast” and west through the Aleutian Islands. This geographic area represents approximately 229,727 square miles and currently approximately 575,049 Residents. It was comprised of 35 clubs and 1069 members; and **District 49-B (Borealis)** comprised of the remaining portions of Alaska, Yukon Territory, the northern portion of Northwest Territories (shared with MD37) and the northern portion of British Columbia (shared, with MD19). This geographic area represents approximately 1,092,920 square miles and currently approximately 184,498 Residents. It was initially comprised of 38 clubs and 1068 members. The manner in which the split was made was primarily based on an even split of members and clubs. In turn **Multiple District 49** was formed with its Council of Governors to govern the body.



MD49 pinnacle in terms of total clubs was in 1986-87 with 99 Lions Clubs, with 2,732 members; and in 2003-04 in terms of membership with 3,038 members in 86 Lions Clubs.

Era	D49A		D49B		MD49	
	Clubs	Mbrs	Clubs	Mbrs	Clubs	Mbrs
1940s	4		1		5	
1950s	8		6		14	
1960s	49		21		49	722
1970s					73	2495
1971	35	1069	38	1068	73	2137
1980s	36	1214	38	1027	74	2241
1990s	39	1260	42	1139	81	2399
2000s	44	1680	40	1290	84	2970
2004	46	1661	40	1377	86	3038
2010s	42	1570	34	1109	76	2679
2012	40	1511	34	979	74	2490

Throughout our Lions history in MD49, we have enjoyed periods of steady growth, however we were not immune to the affects of the economy, industry changes, and population booms.

Major events which have impacted the club and membership dynamics of MD49 include:

- Post WW II – fostered a new world and mobilized the populations and spurred the baby boom
- Alaska became a state in 1959 and opened the gateway to the last frontier homesteads, by way of the WWII constructed Alaska-Canada Highway
- From the early 1900s mining has always been a factor in population surges, but gold mining dwindled by the beginning of our MD49 history; Silver mining experienced a surge in the 60-70s, but was negatively impacted in the 80s. This impacted the Canadian clubs especially.
- In the late 70s, the Alaska Native Settlement Act, created native corporations which eventually became a main source for serving native community needs by the 90s
- In the 70s, Alaska also enjoyed the boom with the construction of the oil pipeline; after completing its construction in the 80s, migrant workers either left the state or went where the jobs were, primarily the Anchorage-Mat-Su Valley.
- In 1987, women were openly invited to be part of the Lions, and many of the existing Lioness Clubs converted to Lions Clubs; as well as an overall increase in women membership. MD49 leads LCI with nearly 41% women members.
- The 70s & 80s brought a new sense of independence and free spirited lifestyles in the western cultures. This impacted the basic family unit. The number of single parent homes became the prevailing norm; which narrowed the amount of “free” time available for community service activities
- The 80s & 90s, amongst the .com and techno-geeks fostered a thirst for wanting/getting instant information/pleasure, while adapting to a need for two-person incomes in each home.
- Going into the 21st century, there is a renewed focus on the family and a desire to contribute to the community. This has impacted our average age, 47 in contrast to the Lower 48’s 60+
- Generation X/Y are completely connected to the social media and left untapped. They, like many others, struggle with the idea of going to meetings...
- The economy continues to fuel the conflict between the desire to be a community volunteer and paying dues to do so. We see decreases in membership during periods of recession, i.e., late 70s, early 80s, mid 90s and 2008-09, 2011
- In our beginning, our Lions organizational was more a fraternal oriented organization doing community service. As of late, we are no longer fraternal and are more community service centric.

In the 90s, LCI imposed a new standard for a full fledged district, raising the bar to 1,250 members across 35 clubs. The new threshold is presumably based on an average administrative cost of a district.

Over the course of D49B’s history, the district has struggled under the new standard; primarily because the district demographics were changing at the same time, namely due to the oil pipeline completion and the down turn of silvering mining communities. Another factor is tied to the limited pool of district governors willing and financially able to serve over 1M sq miles.

At the same time D49A experienced a major shift in population in the Anchorage-Mat-Su Valley. The growth was relatively very fast and changed the character and way of life in the area. With so much attention given to the Anchorage-Mat-Su Valley area, the outlying areas have had to compete for the district’s attention and support, i.e., the last new club outside the area was Valdez in 2000, which was cancelled a year later.

From an administrative perspective, a couple of MD49’s challenges are:

- Vast geographic area – 1.3 million square miles, with 288 communities, most of which are rural native bush communities. Putting a Lions Club in a bush community drives a tremendous cost for the club and district officials to feel as and be a viable part of the association.
- Bush community Lions Clubs expect their fair share of the District Governor’s attention, namely a club visit – not coming or sending a substitute is a slap in the face. This creates a death spiral in terms of maintaining clubs in good standing.
- Leadership is the be all – end all! How well MD49 thrives is directly proportionate to the availability, support and use of vibrant leaders. Members react positively to a deliberate vision that comes with structured actions. In contrast, members/clubs begin to wander from the association’s focus, purpose and ethics, without it. They also avoid multiple district and district activities when conflict prevails, i.e., amongst its past and present leaders, perceived politics, etc.
- Our pool of leaders have dwindled over recent years, partly because we have reduced the number of intermediate leaders, i.e., region chairs. Lions seeking Region Chair positions get a chance to experience the election process, building their self confidence, as well as an opportunity to experience a greater span of responsibility, but not quite as large and involved as a district governor. Region Chairs have not been employed in either district since ~2002-03.

To put things in perspective, over the period of 1953 to the present MD49 has had the following successes and failures in terms of club extension and membership growth/losses:

District	New Clubs	Dropped Clubs	Reorg Clubs		Charter Mbrs	New Mbrs	Renstated Mbrs	Transfer Mbrs	Total Mbrs Added	Total Drop Mbrs
MD49	189	135	44		4,710	18,678	913	922	25,223	24,919
D49A	131	64	20		3,014	9,811	568	537	13,962	13,022
D49B	124	66	22		1,696	8,340	331	359	10,694	11,226

Do we exist to serve LCI or our communities? That is a question which challenges us every day. As you look at our history, every time we have been challenged by LCI we embraced and met the challenge; and immediately paid the price with significant losses in clubs and members the following year. The losses foster political baggage district leaders have to overcome, of which flash in the pan successes and failures spur consternation, and adversely impact the dynamics of potential future leaders. In essence we have fostered mediocrity, and the leaders we want, want no part of that or the excessive scrutiny of past leaders frowning upon them.

In 2011, MD49 recognized the crux of our underlining issues stemmed from our deficit in leadership, not membership or club numbers. To that end, the MD embraced a 19 page policy which set out a series of leadership activities which would not only change the leadership culture in MD49, but increase the pool of willing leaders with the required skill set we need. It was agreed, it would take anywhere from 3-5 years to fully transition to this new way of doing business. However, there has been significant

resistance to change, compounded by the brewing idea of redistricting, which has impeded many elements from being implemented.

One key element to the new leadership culture is the MD49 Lions Leadership Academy, piloted in 2012 in Fairbanks with 27 graduates; with the second scheduled for February 2013 in Anchorage, with 32 students. This has been the one significant success from the new leadership policy. Every graduate has walked away having a life changing experience, that has had positive impact in their profession, personal life and as a Lion.

Past Dignitaries: Over the span of our history, we have been honored to have six Lions serve as International Director: Don Berry – 1965-67; Ray Marley – 1977-79; Wm “Bill” Russell – 1985-87; Leon “Bud” Sweet – 1991-93; Buster Hall – 2000-02; Dr. Jeremiah Myers – 2008-10; and Lewis Quinn – 2015 - 2017.

LONG RANGE PLAN

Who are we?

Multiple District 49 Lions of Lions Clubs International;

What is our composition?

Comprised of sub-districts 49A (Aurora) and 49B (Borealis)

Why do we exist?

TO SERVE: To develop leaders, provide opportunities for service to support our communities; providing vision assistance programs, achieving fulfillment and camaraderie for our families & friends

What do we value?

A quality Lions family, united with visible service through camaraderie, integrity and dependability in our community.

What are our greatest Strengths?

- 1 Members' commitment & loyalty
- 2 We are friendly and welcoming
- 3 We engage 30s & 40s year old
- 4 Clubs working together on common projects
- 5 Leaders empowering vs dictating
- 6 Camaraderie- using to motivate service
- 7 Diversity on age & knowledge
- 8 Reliability – We will be there!
- 9 Have the need to Serve

What are our greatest Areas Needing Improvement Impacting Our Purpose?

- 1 Quantity over quality (anything)
- 2 Change – resistance to
- 3 Leadership responsibility – not knowing
- 4 Non-productive district meetings
- 5 Lack of leaders
- 6 Lack of focus on technologies & social medias
- 7 Overall age of Lions

- 8 Lack of teaching/mentoring younger Lions
- 9 Too much bureaucracy

What are our greatest Opportunities that advance our purpose?

- 1 Become better leaders
- 2 Attract younger people
- 3 Merge the gap between “old” & “millennials”
- 4 Consistent Recognition Program
- 5 More engagement of youth
- 6 Build pool of qualified leaders
- 7 Partnership between “specialty” & “traditional” clubs
- 8 Promote Leadership Development
- 9 Promote importance of Lions Oath, Ethics & Values

What are our greatest Threats to our Purpose?

- 1 Awareness of “Lionism”
- 2 Lack of leaders pool
- 3 Expensive to volunteer
- 4 Assuming all clubs are alike
- 5 Sheer size of MD geography
- 6 Fear of Change – PDGs
- 7 Lack of community understanding
- 8 Lack of trust & transparency
- 9 Lack of knowledge – How District & MD work

What Are Our Three Most Important Long Term Goals And Their Supporting Short Term Goals?

LONG RANGE GOALS (3-5 YEARS)	SHORT RANGE GOALS (1-2 YEARS)
<p>#1. Create an abundant pool of fully developed leaders</p>	<p>a. Create a roadmap that helps identify leaders and a structure to fully develop them.</p>
	<p>b. Create a plan/listing the identified Lions interested in leading, including a suggested guideline to solicit & educate them</p>
	<p>c. Establish a Mentoring Guiding Lion Plan</p>

LONG RANGE GOALS (3-5 YEARS)	SHORT RANGE GOALS (1-2 YEARS)
<p>#2. Build strong, independent clubs with knowledgeable Lion, with less repeat officers</p>	<p>a. Increase new member #s with proper orientation & training: membership event to bring in new members, i.e., open house to interest them in your club activities</p>
	<p>b. Create interest & passion with Whats in it for me (WIFM): sponsor needs to get to know new member and introduce to club & club needs to involve member to fulfill their needs</p>
	<p>c. Expose membership to leadership training and responsibilities: Mentor needs to personally invite new member to club meetings, mentor club will pay for participation as needed to club/district events & MD49 convention for 1 year; Follow-up and answer questions Ask new member for project ideas; acknowledge involvement</p>

<p>#3. Build a progressive, flexible multiple district with vision and self-sustaining relevance.</p>	<p>a. Cooperate outside our individual comfort zone with use of modern communications for the greater good of the district, club, MD health & future</p>
	<p>b. Bridge generation gap by embracing 2-way mentorship training in MD49</p>
	<p>c. Successful collaboration is only achievable with commitment to working with outside entities interest</p>

Who are our champions?

Focus	Champion (Chair)	Committee
<p>1a. Create a roadmap that helps identify leaders and a structure to fully develop them.</p>	<p>MD _____</p>	<p>D49A Lion _____ D49B Lion _____</p>
<p>1b. Create a plan/listing the identified Lions interested in leading, including a suggested guideline to solicit & educate them</p>	<p>MD _____</p>	<p>D49A Lion _____ D49B Lion _____</p>
<p>1c. Establish a mentoring Guiding Lion Plan</p>	<p>MD _____</p>	<p>D49A Lion _____ D49B Lion _____</p>

<p>2a. Increase new member #s with proper orientation & training: membership event to bring in new members, i.e., open house to interest them in your club activities</p>	<p>MD _____</p>	<p>D49A Lion _____ D49B Lion _____</p>
<p>2b. Create interest & passion with What's in it for me (WIFM): sponsor needs to get to know new member and introduce to club & club needs to involve member to fulfill their needs</p>	<p>MD _____</p>	<p>D49A Lion _____ D49B Lion _____</p>
<p>2c. Expose membership to leadership training and responsibilities: Mentor needs to personally invite new member to club meetings, mentor club will pay for participation as needed to club/district events & MD49 convention for 1 year; Follow-up and answer questions Ask new member for project ideas; acknowledge involvement</p>	<p>MD _____</p>	<p>D49A Lion _____ D49B Lion _____</p>
<p>3a. Cooperate outside our individual comfort zone with use of modern communications for the greater good of the district, club, MD health & future</p>	<p>MD _____</p>	<p>D49A Lion _____ D49B Lion _____</p>
<p>3b. Bridge generation gap by embracing 2-way mentorship training in MD49</p>	<p>MD _____</p>	<p>D49A Lion _____ D49B Lion _____</p>
<p>3c. Successful collaboration is only achievable with commitment to working with outside entities interest</p>	<p>MD _____</p>	<p>D49A Lion _____ D49B Lion _____</p>

How Did We Get Here?

In order to get the Multiple District Long Range Planning jump started, a one-day retreat was conducted in June 2016



Purpose:

Build a singular focus that fuels universal Lions success across Multiple District 49

Facilitator:

PCC Howard Rixie

Participants:

ID Lewis Quinn, CC Diana Cummings, DG Mike Brown, 2VDG Jeanne Morse, 2VDG Cory Bellows, PCC Dennis Cummings, PCC Ev Burke, PDG Juanita Webb, PDG Bill Baker, PDG Cindy Beardsley, Lion Gayle Quinn, PDG Esther West, PDG John Regan, PDG Dodie Rixie, PDG Rick Webb, Lion Leanne Regan, Lion Aaron Morse



This team dedicated their time and energy to plotting a path for the Lions of Multiple District 49 of Alaska-Canada to build long lasting success across every district, region, zone, club and Lions member.

As a matter of staging this retreat participants were broken into three groups of Lions they were representing

Leader	Lion (for 1 to 3 years)	Lion (for 5 to 8 years)
ID Lewis Quinn, CC Diana Cummings, 2VDG Jeanne Morse, PDG Esther West, PDG John Regan	PCC Dennis Cummings, PCC Ev Burke, PDG Juanita Webb, PDG Bill Baker, PDG Cindy Beardsley, Lion Gayle Quinn	DG Mike Brown, 2VDG Cory Bellows, PDG Dodie Rixie, PDG Rick Webb, Lion Leanne Regan, Lion Aaron Morse

In lieu of representing themselves, each participant were also asked to name a Lion they would identify with throughout the retreat. They were not allowed to represent themselves or anyone else in the room. These Lions included:

Leader	Lion (for 1 to 3 years)	Lion (for 5 to 8 years)

To help solidify the focus, Lions were asked to answer 6 core questions

1. How would your Mayor or community leaders measure the Lions success or failure?		
Leader Response	Lion (for 1 to 3 yrs)	Lion (for 5 to 8 yrs)
<ul style="list-style-type: none"> The worst day in Alaska is better than the best day in the outside Lions are the reason for that 	<ul style="list-style-type: none"> Visablity in community work Active historically Dependability/organized 	<ul style="list-style-type: none"> Cost to tax payers Community participation Benefits to Relationship building Not active partner with what community needs or wants vs club ideas Divides community support

2. No matter what occurs here today – what is it about MD49 we must protect, sustain, or prevent the loss of?		
Leader Response	Lion (for 1 to 3 years)	Lion (for 5 to 8 yrs)
<ul style="list-style-type: none"> • Members • Integrity • Respect of all Lions 	<ul style="list-style-type: none"> • Membership/flexibility • Camaraderie • Leadership/opportunity • Loyalty • Insurance 	<ul style="list-style-type: none"> • Loss of membership • Ethics/Integrity • New committed members • Brand • Loyalty/Relationship • Fun • Momentum • Tigers/enthusiasm after convention/mtgs • Espirit de corps •

3. What is it about the Lions that makes them different than the other service organizations?		
Leader Response	Lion (for 1 to 3 years)	Lion (for 5 to 8 yrs)
<ul style="list-style-type: none"> • We don't blow our own horn • Best kept secret 	<ul style="list-style-type: none"> • Economics • Local • Varied projects • Viability "Yellow vests" • Vision related • Includes younger generation 	<ul style="list-style-type: none"> • Easy in/by invite • Worker bees • Sexy vests • Worlds best kept secret • Largest/furthest reaching • Community need driven • Not media driven • Diversity • Specialty within org

4. What event/action would make you quit Lions?		
Leader Response	Lion (for 1 to 3 years)	Lion (for 5 to 8 yrs)
<ul style="list-style-type: none"> • Politics overshadow our code of ethics • We don't make a difference anymore • Loss of respect between members 	<ul style="list-style-type: none"> • Felt like being ignored • Unneeded • Family conflict • Club integrity (leadership) • Conflict within club • Loss of insurance 	<ul style="list-style-type: none"> • Moving & no club available • Loss of integrity • Cooperation failure • Became anti-youth • Acceptance of paper Lions • Check writing vs project driven • Time commitment • Death

5. What is the greatest attribute that lure's a person to become a Lion?		
Leader Response	Lion (for 1 to 3 years)	Lion (for 5 to 8 yrs)
<ul style="list-style-type: none"> • Need to give back, because Lions have impacted their lives • Seeing community need the Lion can respond to • Non-political 	<ul style="list-style-type: none"> • Satisfaction of serving community • Family serving together • Something to do in retirement • "That feeling" of serving the community • When I found out there more to being a Lion than racing 	<ul style="list-style-type: none"> • Gold sexy vest • Ability to magnify your outreach • Recognition • Serving community • Fun/off road (hobby fulfillment) • Brand partnership to achieve club need • Insurance • Diversity

6. What does it mean to be a Lion?		
Leader Response	Lion (for 1 to 3 years)	Lion (for 5 to 8 yrs)
<ul style="list-style-type: none"> • We Serve Family atmosphere • Camaraderie, sense of fulfillment • Opportunity to give to people that can't give back 	<ul style="list-style-type: none"> • I belong & I serve • Being part of something bigger than myself • Seeing satisfaction in te eyes of someone you have helped • Satisfaction & dedication • I'm finding that out • 1.4 million friends 	<ul style="list-style-type: none"> • Something bigger than ourselves • Civic responsibility • Personal sacrifice for greater good • Pride • Commitment • Honor • Extended family • Legitimacy, safe, recognized • Make a difference

This portion of the exercise allowed participants to define who are and what we stand for. They were able to identify:

- Who are we?**
- What is our composition?**
- Why do we exist?**
- What do we value?**

Prior to the retreat, we asked each PDG/DG to respond to 9 questions; along with asking two Lions to also respond. This represented the seasoned leader, a new Lion (2-3 years) and a mid-term Lion (5-8 years). The following represents the response from the participants, as well as other PDGs not able to attend the retreat.

1. What makes our Lions Clubs successful

Leader Response	Lion (for 1 to 3 years)	Lion (for 5 to 8 years)
<ul style="list-style-type: none"> • Camaraderie • Projects that are fun, rewarding and happen without too much time expended • Communication with members and regular meetings. Letting new members chair projects keeps them interested. Mentoring is paramount. • The people who really want to serve and not just be bump on a log • Good project chairs. • Recognition • Training and Enthusiasm • Clubs either have good team leaders or extremely supportive community but most important they have chosen the "needed" project for the area. Hit the nail on the he's so to speak. • Dedicated community members • Conducting a retreat and sticking with the outcome. • Teamwork. • Common Goals of serving our community. • Our club is successful because no two members share the same mind. Each are unique in the way they approach a problem. • Working together as the water project shows. • Community projects using active participation from all members • Unity of force 	<ul style="list-style-type: none"> • We are a friendly and welcoming club, we attract a group of people who is interested in off roading, which is unique to the lions, we serve the community • We're so innovative and creative club that can serve multiple purpose. Well-being of people, providing clean water, eye-screening, training dogs for emotional support of war veterans. • Recognition. Communication. Value. • Information on Lions • The people/comradery • 1.We are kept up to date on all events via email on a regular basis. 2.There is a strong core of folks that regularly attend the weekly luncheons who generate a feeling of camaraderie and purpose. 3. The president does a good job of keeping things moving • Great Members • Our members commitment & loyalty • Friendship • Volunteering in the community 	<ul style="list-style-type: none"> • First this depends on each individual clubs over all goals. Which can also change with each club's presidency. That being said goals can be guided by each clubs Constitution. Once this is determined Leadership has to guide the club in accordance with the goals set keeping in mind the strengths and weakness of each member of the club. Leadership has to have the maturity to understand what ever project the club takes on, is the talent there to be successful to achieve the goals stated in the project. Lastly Leadership HAS to remember most people within the organization are there to volunteer and just want to help their community, consequently the commitment level by each individual will vary. • Communication. Participation. Love. • Thoughtfulness. Consistency. - Effective, productive community projects - Diversity of knowledge and experience - Mix of "youth" and "experience" • Community support • Teamwork, commitment, fun • In my opinion, what makes our Lions Club successful is having a membership that is motivated to participate, to work for the development of Lions programs locally, and to maintain a sense of community. This last item seems to be the heart of Lionism, and is manifested through direct service and support to our community.

		<ul style="list-style-type: none"> • Commitment from individuals, teamwork and a common bond. • Club support from the district level. • Gaming • Good Leadership • Teamwork • Participation & positive attitude
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2. What's important to those Lions we serve		
Leader Response	Lion (for 1 to 3 years)	Lion (for 5 to 8 years)
<ul style="list-style-type: none"> • A feeling of belonging • To do something good for others less fortunate and it makes us feel worthwhile doing this. • Making them feel a part of the team and working together for the good of the community. It just makes you feel good to help someone in need. • Training, Help when needed, serving our communities, recognition for a job well done • Establish partnerships with established nonprofits if our missions mesh. • A feeling of accomplishment in bettering our community. • That we listen, recognize their abilities and input, and support projects they lead. • Serving their community • Communication and feeling needed. • The end result • We serve not only Lions but communities. • The most important thing to our Lions is the opportunity to do something that can help someone in need. • Most I have talked to agree and feel that there are many areas where similar projects 	<ul style="list-style-type: none"> • Community service, having family experiences outdoors, being a part of something that is bigger than us • It's a calling without limits, life is giving and serving, the more you serve the more you are blessed. Whether it's proving fresh water or helping individuals obtain prescription lens. Serving improves life for humanity as a unit. Uplifting others with burdens and attempting to reduce life's pressures in variable situations. Providing service and good deeds in turn builds our character and uplifts our own spirits to see others' lives improve. • Youth. Mental Health. • Genuineness • Communication • Doing good deeds for others • Help with vision screening, blood bank, Northwood School project • Unity 	<ul style="list-style-type: none"> • This can only be defined by each member (survey) For me I want to know what ever endeavor we do be it raising funds are contributing time: it actually meets the end need of the individual, group or community we are trying to help. • Work with Alaska school boards to allow sight screening in all schools. - Making each member feel valued and useful - Conservation of effort—easier projects attract more workers • Firm goals and transparency • Reliability knowing we WILL be there. • I would say success, or achievement of goals, would be important to fellow Lions. Also, an engaging atmosphere in which to socialize. • Recognition, sense of ownership and accomplishment. • Success of our projects to the community • Good feeling of serving our community • Giving to our community • Support & encouragement

<p>can be taken on between clubs and districts.</p> <ul style="list-style-type: none"> • This is an individual thing – everyone is different • Did not understand question • District leadership being positive even when we don't agree 		
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3. How well do our Lions serve their communities – what service opportunities are we missing		
Leader Response	Lion (for 1 to 3 years)	Lion (for 5 to 8 years)
<ul style="list-style-type: none"> • We do well, for what we do. We all need to look at our communities to do a better job though. Each community has different needs. • There are some clubs that have a good strong core program that their members do and can support. • What service opportunities are we missing Many clubs need to do an evaluation but that is A HARD SELL., ALTHOUGH WE NO THEY NEED IT AND CLUB ASSESSMENTS. • I believe our club serves the community very well. Yes there are missed opportunities. Again, we have to be aware of what is happening by attending meeting of other groups or forums. • Extremely well - what service opportunities are we missing – partnering with other organizations such as the Toastmasters – bringing in new members and reciprocating by joining their club as well • Training should include basics of reporting impact results of projects. • More partnerships with other organizations. • In some areas we serve very well, in the areas we don't we lose our members/clubs. We 	<ul style="list-style-type: none"> • I think we do a great job serving our community given the time constraints that we face. It is hard to keep both the off road and the community service going. • Sustainability is the future in terms of Water, Food, and Shelter. Teaching and training members for long term wellbeing. These efforts will require collaborations with other agencies or nonprofit organizations. • Grant that supports direction of suitability; for example - Engineers researching water treatment options. Scholarship for UAF Lions Club where lions members select a standout student-member to receive scholarship. • Encourage each club to host exchange student that is a club member whether in the nation or internationally. • Didn't know there were districts and multiple districts. District wide joint projects. • Quite well, we are very involved • We seem to perform a good variety of services. Not sure of missed opportunities • To the best of our abilities. 	<ul style="list-style-type: none"> • This question requires me having a vast amount of knowledge as to what Lions are doing in the community. That being said The groups I am familiar with seem to be doing well. But note I do not know what all clubs are doing. Captain Cook could do a better job of finding projects and then doing them Poorly. Training efforts need to be improved or redirected to new subjects such as "telling our story locally, district wide, nationally and internationally. - NPLC does great work in the community of North Pole - More services are needed for the handicapped or infirmed population - Opportunities missed in all communities that do not have Lions Clubs • We can always do more by helping non themed specific clubs. • Some very well, other not at all, suggest a district wide focused goal and work together as a collective team to build relationships and momentum • My observation is that Lions serve well. Visibility is good in the community. Not sure I can identify missed opportunities.

<p>are missing disability opportunities. Fundraising is greatly needed due to budget cuts state wide and federally. There is a housing crisis for low income/disabled, mental health is in great disrepair, we have huge drug issues in our community. Our nonprofits are struggling to survive.</p> <ul style="list-style-type: none"> • Great of what we know and pride doesn't prevent recipients from accepting help with • I feel we need more Lions Information for our newer members. Lots of turnover in our club the last year. • We do a good job with our currents • Projects but need to expand by forming • New partnerships for funding and support. • As our club is made aware of a need, our club attempts to meet the need. • Lions could engage the youth in a more wide reaching way, touch more lives outside of just eye screening. • Needs more imagination than mine • In Whitehorse very well 4 active clubs • Very diverse and inclusive of many opportunities • Diverse services keep clubs able to involve more volunteers 	<ul style="list-style-type: none"> • Do not know of anything being missed. • We coordinate well together wherever we are needed • Very well, we have a hand in a lot of community services. Don't think we're missing anything. Yahoo! 	<ul style="list-style-type: none"> • Do not know what areas are being served. Cannot respond to what is missing. • Each club seems to have their own agenda instead of working together as a team. • We meet the needs as we are made aware of. • Scholarships • Kodiak Lions pretty much have it all covered • We serve our communities very well. We are involved in a lot of everything
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4. How well do our districts and multiple district serve our Lions' needs		
Leader Response	Lion (for 1 to 3 years)	Lion (for 5 to 8 years)
<ul style="list-style-type: none"> • Weak in leadership training. Need to get to club level to start a leadership development program. Cannot wait until president • To a great degree, we do well but need the ground people, like zone chairs and such to 	<ul style="list-style-type: none"> • The support seems good with different people from the district attending out club functions. I have not seen other support so I can't comment on it. • By communicating with individual members and 	<ul style="list-style-type: none"> • Same as above • Number of members and clubs. - District and MD are responsive to club and Lions' needs, but the assistance must be requested.

<p>work harder. Trying to get them to do a good job starts with who you pick in the first place. That's what's hard.</p> <ul style="list-style-type: none"> Given the geographic challenges in our area, I believe that we sometimes are failing. We need to ensure that when a new project is presented, support that member and look into new ideas. Don't keep doing the same thing all the time. The ball has been dropped more than once... Some clubs need help, but do not know who to turn too, new clubs should have Guiding Lions for at least a 2 year time frame, TRAINING! Other clubs seem to think they do not have to follow the Constitution and By-Laws; especially since they have not been held accountable for their actions... Like not having meetings, not allowing District or Zone to visit... Paying bills on time, filing mandatory paperwork in a timely manner...namely by the 20th of the month. Number of members and number of clubs. I believe we are doing a pretty good job in our district, but should continue to reassess the needs. District- 49B we seem very disjointed. We are going through transition with great opportunity but I'm not sure if we have the follow through to make it successful. Multi Dist- it seems our divide has grown larger.....do we work effectively together to serve our lions? How many years have we talked about this same subject. At some point do people take it serious or just laugh because it's the same thing... 	<p>supporting on what there interest service and how the district can help.</p> <ul style="list-style-type: none"> Number of members. They provide the framework for our clubs I am not sure of how well other districts are doing Unknown Through member loyalty & membership growth Great, they are very accessible to needs 	<ul style="list-style-type: none"> I believe they provide a strong foundation for "under" clubs to benefit from Poorly – lack of training and motivation Not in a position to evaluate; would need to know what their priorities are. Any training sessions I have attended were very basic. Training could be tiered according to member needs. My bad for not attending conventions so I cannot speak to what needs are being served. Excellent job on club level but not on District or MD level. Not aware that they do. On a scale of 1-10, then a 6 Our district is usually very supportive
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<ul style="list-style-type: none"> • Fair • Very poor. Meetings are not productive and do not teach anything about Lionism. • We are missing many opportunities to expand by not adopting new ideas. • To the best of our abilities. • Our districts do an okay job, but keeping people involved and engaged is the main thing we need to improve. • Reasonably well as shown by the water projects. Only need a lead to get everyone excited. • As well and as good as the members we elect to serve as district officers • C+/B- • Good to hear 		
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5. How does the Districts and Multiple District define success		
Leader Response	Lion (for 1 to 3 years)	Lion (for 5 to 8 years)
<ul style="list-style-type: none"> • Membership, numbers served and man hours of service • We like to look at numbers but really know that all clubs need our help to refine and improve. We are not getting them that help • In my opinion I believe it is not numbers, but having members who feel great about what they are doing for others. • NO loss of clubs for more than a year; NO loss of membership, but gain would be nice • By accomplishing or completing our projects • Currently numbers. If you don't have successful, happy lions you don't have success. Let's make a Leo a pseudo DG and see what fresh new ideas come out. We need new, younger, outside eyes. • I don't believe they do 	<ul style="list-style-type: none"> • I would guess in membership growth, but I don't know for sure. • To be successful, it takes a thorough understanding of the unique challenges and opportunities of each district and a detailed plan to ensure the new structure effectively addresses the needs of the clubs. Change can be scary if you are not part of it. Involve the past and future leaders in a positive way to gain their support. Involve the members in the new area to engage and empower them. • Not sure, probably our event reporting and club size • Not sure • By donations made • Membership on the rise 	<ul style="list-style-type: none"> • I don't believe this has actually been address, however the same principle apply as noted in question one. <ul style="list-style-type: none"> - Membership growth - Prosperous clubs - Effective and productive community projects • Rising memberships and new charters • Member & club numbers only • Not in a position to comment. • Perhaps if I had attended a convention, I would know how success is defined. I would venture to guess member retention is a priority. • The leaders are always telling us what our numbers are • By the amount donated by clubs • Don't know • Increased or sustained memberships

<ul style="list-style-type: none"> • If your bills are paid, your reports are turned in, and you show up at District or MD activities. • By the membership totals instead of how we are helping our communities. • By the number of members. • The district judges success by the number of people we have served. • Goals and/or vision not provided • Same goal as district & international. Message is out • On target with district & International goals 		
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6. What must our leaders value to advance our Lions Clubs' success		
Leader Response	Lion (for 1 to 3 years)	Lion (for 5 to 8 years)
<ul style="list-style-type: none"> • Adding to the community and assisting in solving community problems • Be able to trigger the normal human responses in Lions that give them that energy to succeed as Lions. • Empower the idea of WE SERVE, MENTOR, and above all communicate with your members. • Holding everyone who takes a position accountable ... step up ... Be the one Lions would like to emulate • Strong clubs and zones. • We must always value the work of our members and show it. • Value our lion's time, abilities, ideas. Value the lions by giving your time to their clubs, events and follow through • Need and understand training and support are important because everyone doesn't know everything • Empowering instead of dictating. 	<ul style="list-style-type: none"> • It isn't what our leaders need to value, it is how do we get people in their 30's and 40's to engage in the Lion's Club. Potentially a shift to a more family oriented organization? • If your actions inspire others to dream more, learn more, do more and become more, you are a leader. • Public Relations. • People; recognize that each lion has something different to contribute • Must place value on current members. • Serving and searching out needs 	<ul style="list-style-type: none"> • Respect for People and their Time. The best principle is KISS, Keep It Simple Silly. Over all people want to help but we must remember people also think WIFM, What's In It For Me. This could be anything from good feelings of the heart for help someone or a cause, to what personal gain will it achieve for the individual. Each person is different. • Good club secretaries. Good reporting of activities. <ul style="list-style-type: none"> - Time and money constraints on individual Lions' members - Not everyone wants to "lead" - Interior Lions are a different breed of Lion...no pun intended - Many clubs more focused on local community than on world-wide efforts • Realize volunteer hours by the dedicated few of each club are already stretched very thin. Less meetings and more doing. • Solid healthy clubs built on an ideal of commitment and service, not a number that

<ul style="list-style-type: none"> • Stamina and stability and visibility. • Each and every member. • Our leaders need to value each person's ideas and willingness to help the organization grow and succeed. • Less need for power and more we serve and innovative ideas. I guess less ego and more and advance our help on serving and making things better for all. • Membership • Reward & award participation • Finding new ways to serve; where there is a need, there is a Lion • Must work harder to get to management level 		<p>defines success, rather achievement of goals.</p> <ul style="list-style-type: none"> • I am impressed that our leaders continually value and/or prioritize identifiable needs in the community, to which we can respond with what resources are available to us. • Communication at the club level. Active support of existing clubs. • We need to step up and brag. Put our Lions out front with more publicity • Value their members. • Member appreciation • The opinions of our members
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7. What must our Lions Clubs value to advance our Districts, Multiple District and Lions Clubs International		
Leader Response	Lion (for 1 to 3 years)	Lion (for 5 to 8 years)
<ul style="list-style-type: none"> • They need to realize there are resources available to them at District, MD and International to help them in their efforts. Once they realize that they need to tap into those resources more often • Wanting to be the one who leads us into the future of Lionism with a very Loud ROAR • Outcomes • Value our lion's time, abilities, ideas. Value the lions by giving your time to their clubs, events and follow through, and our clubs need to acknowledge we are part of a bigger family. Why do some of our lions and lions clubs not like international? Maybe we need to know that first. 	<ul style="list-style-type: none"> • We need to attract younger people • If your actions inspire others to dream more, learn more, do more and become more, you are a leader. • Informing communities about Lions and what we do. • People, time, diversity (age/intellect) • Service to others that are in our location. • Grow memberships • Willingness to serve 	<ul style="list-style-type: none"> • same concepts as in questions 1 & 7 • Community and people impact of projects. <ul style="list-style-type: none"> - Recruiting and retaining quality, service-minded members - Volunteering is expensive - Leadership responsibilities of Club Officer positions (Zone/Region/Cabinet meetings, MD Conventions) • The core motto...We Serve. • Lionism in general, the very ideals and values they took an oath for not the insurance they can get • Not in a position to comment. • Members must be valued. Discover the motivators. Ask why YOU are a Lion. Build from existing strengths and eliminate weaknesses. Mentor new Lions. • The need to serve the community.

<ul style="list-style-type: none"> • Service • Knowledge is power. Some Lions don't even know what the big picture is that they've joined. • Serve their community's needs. • We must value ourselves and the communities we serve above all else. • Knowing how to get help for large projects that are going to become more necessary in these hard times. Just needs a little hard work. • More active members in the community projects • No more 1 "person" clubs or repetition of club officers • Keeping the focus on why people volunteer in the first place 		<ul style="list-style-type: none"> • We'd have to adopt their goals more. Clubs are content doing what they want. • Volunteerism and the agenda of the club
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8. What are the Districts' and Multiple District's greatest inhibitors to success?		
Leader Response	Lion (for 1 to 3 years)	Lion (for 5 to 8 years)
<ul style="list-style-type: none"> • Lack of adequate leadership at the local level. Which results in a lack of leadership at the higher levels. • Too much dead weight – members in name only... clubs in name only... • Assuming all clubs are alike. • Not recognizing that each district has a unique culture. • Ourselves! • Individuality causing non-collaboration • Not listening. • PDG's Old ways. • Afraid of change. • The greatest detractor to success is pessimism and self-doubt. If we say something will fail before we try it, it will fail every time. • Ourselves. People needing individual recognition. 	<ul style="list-style-type: none"> • Lack of understanding of outsiders of what we do for the community and the value that we bring it. • Trust, Honesty, Transparency, Morale, and Friendship • Size of the districts. • Bureaucracy • Unknown • Members not committed enough to serve the communities needs • Not supportive to fellow Lions at times 	<ul style="list-style-type: none"> • Individuals who think their way is the only to the point where they will not listen to what is good for the group. People who don't want to stand up to individuals in the organization and let them know there is a problem. Plus people in the organization who want to bully there point into existence. • Two districts. <ul style="list-style-type: none"> - Qualified pool of future leaders - Perception that District and MD are "Governing" bodies, not a larger part of the same organization • Unrealistic expectations • Complacency and lack of bringing in energy and making sure folks are trained and

<ul style="list-style-type: none"> • Remote locations in small villages or communities • Unity at District level, not fighting, encourages new leaders • Sheer size of multiple district • Must educate on the Lions Code of Ethics 		<p>know what they need to do to be successful</p> <ul style="list-style-type: none"> • Not in a position to comment, except maybe to say generally that not prioritizing adequately or consistently may lead to issues. Execution to achieve priority goals may suffer if not managed well. Don't know. • “Phony” clubs, created to meet a self-serving purpose. The aging of existing members. Allowing new clubs to fail. • The size of Alaska • None • Geography & members, gossiping & spreading rumors
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9. What changes can bring the greatest impact to our future		
Leader Response	Lion (for 1 to 3 years)	Lion (for 5 to 8 years)
<ul style="list-style-type: none"> • Membership growth, new member orientation at the local level, with assistance from the District and MD. • Combine back into one District, drop all the dead weight, better communication. Form a committee to groom members for 2VDG... • Better membership GMT support. When you say you will fill a position... if you find you are in over your head...step down...help find your replacement. Do NOT stop doing the job and not let anyone know that you are not going to be able to continue. • Publicize our good works. • A new fresher face to Lions. Our current Lions open to change, new ideas • Effective training and collaboration • A visiting calendar and monthly leadership meetings to communicate and find out 	<ul style="list-style-type: none"> • Not sure • The future of the Lions is in our Millennials Generation. This generation more likely to listen and follow their friends than to be affected by marketing. The Millennials grew up with computers, and the Internet. Merge the members with old and new generation can have a greatest impact in the future of lions. • Communication. • I don't have any recommended changes. • Need to learn to expand and get members. • Encouraging our Leos to become Lions! 	<ul style="list-style-type: none"> • Understanding questions 1,7 & 8. Plus, we need to be listen to all Lions in the Multiple district. Note; listening doesn't mean we adhere to all needs as there will be several. Maybe a new concept on how leaderships is placed into position. Just because we did it that way for years doesn't mean it can't change. But most importantly reaching out to Millennials thru a process which they relate too (Social Media). Bringing in new minds brings in new concepts ideas and ways of looking at old and new issues from a new prospective. We have some good people in different areas of the organization, but we also have some people who do not want to move forward with CHANGE. CHANGE is critical for future growth. NOTHING stays the same all the time. • Inter-club cooperation through joint projects.

<p>each clubs needs then the quarterly cabinet meetings to tie it all together with training. (that is used)</p> <ul style="list-style-type: none"> • Become a strong single district. • Visible yet humble service. Let our work be seen but not boasted about. Word of mouth can be our greatest ally. • Working together without egos • Less number of “foundation” support LCIF • Never believed in Self Interest clubs, e.g., motorcycles, snowmobiles, etc • Focus on technology & social networking to help get the message out • Good Leos programs are good investment • Focus on how district can better serve needs of clubs, not vice versa 		<ul style="list-style-type: none"> - Incentives for all new members (free or reduced 1st year dues) - District work as a “club” on a project or two through the year instead of tasking/challenging a club to spearhead • Unified vision. • Build the foundation with solid members and clubs, build excitement and fun energy to keep and attract more members, focus on clubs strengths • Solid planning, prioritizing, and communicating to members seem to be a consistency that, if maintained adequately, can transcend the change in personnel in various leader positions, or other less predictable changes. • There needs to be a balance with holding clubs accountable and bringing them into the fold. • Combine A & B • Participation in the local level • Keeping up with technology • More district involvement at the local level
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The responses allowed us to answer the following questions from each group’s perspective:

- What things do we do that help strengthen us in achieving our purpose?
- What things do we do that impede us from achieving our purpose and are areas needing improvement?
- What ideas/functions/technologies/activities are there that create an opportunity to improve us in achieving our purpose?
- What ideas/functions/activities are there create barriers that threaten our ability to achieve our purpose in the short or long term?

To put the pre-work into a useable form each group could represent later on in the process they were asked to take the pre-work inputs and put them into a Strength, Weakness, Opportunity & Threat analysis.

Lion (for 1 to 3 years)

Strength	Weakness	Opportunity	Threat
<ul style="list-style-type: none"> • We are a friendly & welcoming club • Recognition, communication, value, people, camaraderie • We are kept up to date on events • Great members • Members' commitment & loyalty • Friendship • Volunteering in the community • Leadership • Community service, family outdoors, something bigger than us • Calling without limits • Youth, mental health • Genuineness • Communications • Doing good deeds for others • Helping with vision • I think we do a great job • Sustainability • Grant/UAF • Quite well, we are very involved • We seem to perform good • Best of our abilities • Do not know of anything being miffed • Coordinate well • Very well... yahoo • Support seems good... • Communication with individuals • # of members • Framework 	<ul style="list-style-type: none"> • Too many activities – overwhelmed • Information on Lions • Members commitment & loyalty • Calling without limits • communications doing good deeds for people help with vision • Teaching & Training • Didn't know district or MD, • We seem to perform good, • Very well.. yahoo! • Support seems good • # of members • Not sure how well other district • Unknown • Membership growth • To be successful through understanding • Not sure, event, club size • Not sure • \$ made • 30s & 40s engage • Inform communities @ lions • Lack of understanding • Size of district • Bureaucracy 	<ul style="list-style-type: none"> • We attract the specialty clubs • Multiple activities • Friendship • Volunteering in the community • Leadership • Calling without limits • Youth & mental health • Doing good deeds for others • Helping with vision • I think we do a great jobs • Grant/UAF • Encourage each club/ student • Didn't know district/MD • We seem to perform good • By communicating with individual • # of members • Framework • Loyalty & membership growth • Membership on the rise • 30s & 40s engage • Actions inspire • Public relations • People recognize • Value on current members • Serving & searching out needs • Attract younger people • Dream'n more 	<ul style="list-style-type: none"> • Volunteers in the community • Calling without limits • I think we do a great job • Quite well, we are very involved • We seem to perform good • Do not know of anything being missed • Very well • Not sure how well other district is • Membership growth, don't know • Not sure, event club size • Not sure • 30s & 40s engage • Trust, honesty • Size of district, #s & mileage • Bureaucracy • Members not committed • Nonsupportive to fellow Lions • Lack of millennial members

<ul style="list-style-type: none"> • Great – accessible • To be successful through understanding • \$ Made • Membership on the rise • 30s & 40s engage • Actions inspire • People, recognize • Value on current members • Serving & searching out needs • Attract younger people • Dream'n more • Millennials modernization • Communication • Encourage our LEOs 	<ul style="list-style-type: none"> • Members not committed • Not supportive to fellow lions • I don't have recommendation 	<ul style="list-style-type: none"> • People, time, diversity • Size of district (# & mileage) • Not sure • Merging old & millennials • Communication • Need to learn to expand & get members • Encourage our LEOs 	
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Leader (> 8 years)			
Strength	Weakness	Opportunity	Threat
<ul style="list-style-type: none"> • Camaraderie • Dedicated community members • Working together, ie water project • End result – communication, feeling needed • Similar projects taken by clubs/district • A feeling of belonging • District leadership being positive even when we don't agree • Leaders need to empower vs dictate • Leaders should have the stamina, stability & visibility • PR 	<ul style="list-style-type: none"> • Good project Chairs • Training & Enthusiasm • Conducting retreats & sticking with the outcome • Teamwork • Community projects using active participation from all members • Similar projects taken on by clubs/districts • District leadership being positive even when we are in agreement • Club assessments 	<ul style="list-style-type: none"> • LEOs • Focus on technology & social media • Projects that are fun w/o too much time • Communications with members • Reg meetings – projects & mentoring • Training – Enthusiasm • Recognition • Working together, ie water project • Similar projects taken on by clubs & districts 	<ul style="list-style-type: none"> • Community projects using active participation using all members • Similar project on by clubs districts • District leadership being positive even when not agreeing • Non productive district meetings • Reporting, membership activities • Lack of leaders

<ul style="list-style-type: none"> LEOs 	<ul style="list-style-type: none"> Keeping members involved Non-productive district meeting Leadership development New eyes looking inward Availability of resources Lack of leaders Listing PDG old ways – Afraid of change Assuming all clubs are alike PR Focus on Technology & social media 	<ul style="list-style-type: none"> District leadership being positive even though we don't agree Partnering with other organizations Missing disability opportunities & fund raising Engage youth Keeping members involved Non productive district meeting Leadership development 	<ul style="list-style-type: none"> Listening; PDG old ways – afraid of change Assuming all clubs are alike Unity at district level not fighting Sheer size of MD GMT/GLT expanded efforts PR
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Lion (5 - 8 years)			
Strength	Weakness	Opportunity	Threat
<ul style="list-style-type: none"> Need to serve We serve Volunteerism – strength of club Unified vision Motivate, inspire, develop Embrace change Communication Thoughtful/consistent Productive Diversity in age/ knowledge Community support Reliability – we WILL be there! Clubs understand & are meeting community need District support when asked 	<ul style="list-style-type: none"> Change, mix between youth vs experience Gaming check writers Conservation of effort Less is more Do know whar areas are being served Lack of/poor training, motivation Lack of awareness Quantity over quality Time, \$\$, constraints, i.e conventions Member value, motivate Strength building 	<ul style="list-style-type: none"> Diversity of knowledge Mix of youth/exp Good leadership that incorporate teamwork Funraising School vision screening Feel valued Conservation of effort Goals & transparency Reliable, We WILL be there! Achieving goals Opportunity to socialize Recognition, sense of ownership 	<ul style="list-style-type: none"> Lions – believe in ideals & values members swore on oath Complacency Lak of bringing in new energy, training & motivation Balance Free Change Age differientation Leadership Gaming dependence Perception of success of projects/ goals Lack of awareness

<ul style="list-style-type: none"> • Rising memberships/ new charters • Opinions, respect, communications 	<ul style="list-style-type: none"> • Phony self servicing clubs • Aged membership • Geography • Technology • Build a solid foundation, members excitement & focus • Recruiting/ retaining quality service minded 	<ul style="list-style-type: none"> • Success • Warm fuzzy • Giving • Support • Recruiting/ Retaining quality service minded members • Leadership responsibilities • Qualified pool of leaders • Expectation • District to work as "one" club on project • Partnerships between specialty & traditional clubs • MD wide goals to build relationships & district momentum • Naivety/ missed opportunities • Tiered training • Better district & MD • Broader defense of success • Volunteer hours by the few already stretched thin • Toot our horn 	<ul style="list-style-type: none"> • # of members & clubs • Not in a position to comment (perception) • Leadership pool • Expensive to volunteer
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Based on our S.W.O.T the group was asked what are their most important long term (> 3 yrs) aspirations. The following represents a prioritized list.

1	Promote leadership development	11
2	Overcome fear of change	10
3	Build strong, knowledgeable Lions	7
4	Better manage our size	4
5	Improve/modernize training	4
6	Improve community understanding	4
7	Attract younger Lions	3
8	Promote "basic Lionism"	2
9	Increase club collaboration/partnering	2
10	Accountable/Reliable leaders	1

From the list above the group identified defined what are our most important long term aspirations?

Educate, identify, invest, plan, implement, mentor, solicit interest	Train, define training strategies, academy graduates, consistent, stable growth, club visits, job descriptions	Doing new things, reduce average age, collaboration, digital communications, larger #s at events, increased participation
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This allowed the group to create 3 long term goals:

1. Create an abundant pool of fully developed leaders
2. Build strong, independent clubs with knowledgeable Lion, with less repeat officers
3. Build a progressive, flexible multiple district with vision and self sustaining relevance.

With the 3 goals in mind, the group was asked what are their most important short term needs to achieve each long term goal?

1. Create an abundant pool of fully developed leaders	2. Build strong, independent clubs with knowledgeable Lion, with less repeat officers	3. Build a progressive, flexible multiple district with vision and self sustaining relevance.
Identify Club, District, MD level projects	New member orientation training team	Empowering members
Solicit interests of individuals	New members	Encourage effort
Provide mechanism/ strategies for funds	Mentor/follow through	Use modern media to communicate
Educate on Responsibilities	Club, district, international training	Relate training to modern needs
Establish a mentoring base	Create interest	Inspire & moderate membership
Formulate a road map plan	What's in it for me (WIFM) passion	Lead by example
Implement plan	Visits from leadership	Identify potential leaders/"tiggers"
	Expose members to leadership training	Community awareness of Lions
		Promote collaboration at all levels

From the list above, the most immediate needs were translated into short-term objectives (objectives) to address over the next 1-2 years?

1. Create an abundant pool of fully developed leaders	2. Build strong, independent clubs with knowledgeable Lion, with less repeat officers	3. Build a progressive, flexible multiple district with vision and self sustaining relevance.
Create a roadmap that helps identify leaders and a structure to fully develop them.	Increase new member #s with proper orientation & training: membership event to bring in new members, i.e., open house to interest them in your club activities	Cooperate outside our individual comfort zone with use of modern communications for the greater good of the district, club, MD health & future
Create a plan/listing the identified Lions interested in leading, including a	Create interest & passion with Whats in it for me (WIFM): sponsor needs to get to know new member and introduce to club & club	Bridge generation gap by embracing 2-way mentorship training in MD49

<p>suggested guideline to solicit & educate them</p>	<p>needs to involve member to fulfill their needs</p>	
<p>Establish a mentoring Guiding Lion Plan</p>	<p>Expose membership to leadership training and responsibilities: Mentor needs to personally invite new member to club meetings, mentor club will pay for participation as needed to club/district events & MD49 convention for 1 year; Follow-up and answer questions Ask new member for project ideas; acknowledge involvement</p>	<p>Successful collaboration is only achievable with commitment to working with outside entities interest</p>