



# JUNIOR LEAGUE OF BALTIMORE

## 2018-2019 Annual Plan

<b>TRAINING &amp; LEADERSHIP</b> <i>Provide both formal and informal learning opportunities to develop leadership skills our members can apply personally, professionally, and civically</i>	<b>MEMBERSHIP CULTURE</b> <i>Cultivate an engaged community organization that promotes lifelong membership, leadership, and learning</i>	<b>VISIBILITY &amp; IDENTITY</b> <i>Positively and consistently promote the Junior League brand, mission and members internally and throughout the Baltimore community</i>	<b>FINANCE</b> <i>Sustain a financially healthy and viable organization with diverse revenue sources</i>	<b>GOVERNANCE &amp; SUSTAINABILITY</b> <i>Ensure structure and policies are in place that promote strategic leadership, sound management, and ongoing mentorship</i>
<p>Provide and promote internal training opportunities <b>(P, PE, PPD, MC)</b></p> <ul style="list-style-type: none"> <li>➤ Provide 10 training opportunities for members, including events for partners to attend <b>(PPD, PS)</b></li> </ul> <p>Provide leadership development and training opportunities <b>(NC)</b></p> <ul style="list-style-type: none"> <li>➤ 2 members (P &amp; PE) to Fall Leadership</li> <li>➤ 2 members (PE &amp; PEE) to Winter Leadership</li> <li>➤ 5-7 members to ODI</li> <li>➤ 3-4 members (including PE &amp; PEE) to Annual Conference</li> </ul> <p>Promote external leadership development and training opportunities <b>(P, PE, PC, NC, PPD, MC)</b></p> <ul style="list-style-type: none"> <li>➤ Identify 3-4 MANO trainings to members <b>(PC, NC, PPD)</b></li> <li>➤ Identify 3-4 external trainings related to JLB positions <b>(PC, NC, PPD)</b></li> </ul> <p>Identify skill sets needed for each leadership role and offer training to members who wish to acquire such skills <b>(NC, PC)</b></p> <p>Leverage member expertise, skills and knowledge to further the JLB mission <b>(SVP, PPD, MO, PC, NC, FD, IC)</b></p>	<p>Actively recruit women who reflect the rich diversity of Baltimore <b>(ALL)</b></p> <ul style="list-style-type: none"> <li>• Sign 25 FALL new members <b>(MO)</b></li> <li>• Sign 25 SPRING new members <b>(MO)</b></li> <li>• Reclaim 10 former JLB members <b>(TR, SVP)</b></li> </ul> <p>Make a commitment to advance diversity, equity, and inclusion within our organization <b>(All)</b></p> <p>Foster a positive membership experience by offering clear and realistic expectations during the recruitment, transfer and membership process <b>(MO, TR, PC)</b></p> <p>Create a mentor program for incoming new members &amp; transfers <b>(TR, MO)</b></p> <p>Provide and promote events that are seen as a member benefit <b>(E, MC, PRM)</b></p> <p>Cultivate relationships between Placement Advisors and advisees <b>(PC)</b></p> <p>Provide and promote networking opportunities for membership focusing on resource sharing and collaboration <b>(SVP, PPD, MO, NC, MC)</b></p>	<p>Maximize existing community partnerships, identify new partners, and regularly evaluate partnerships <b>(P, PE, PS, RTI)</b></p> <p>Further the JLB mission by highlighting the Community Impact <b>(PS, PRM, SC)</b></p> <p>Plan and execute at least one event or service opportunity per month with each Impact Partners <b>(PS, PPD)</b></p> <p>Promote and implement accurate and particularized messaging during outreach <b>(MO, PRM)</b></p> <p>Develop and implement a public relations and communications plan <b>(PRM, W)</b></p> <p>Leverage the visibility of the Wise Penny thrift store to communicate the impact of the Junior League <b>(PRM, WP)</b></p> <p>Equip all members to be JLB Ambassadors within the community <b>(P, PE, SVP, PRM, MO)</b></p> <p>Utilize strategic partnerships to increase visibility within the community <b>(P, PE, PRM, PS, RTI)</b></p> <p>Engage membership and community to execute a community focused Giving Tuesday event and Little Black Dress Initiative <b>(P, PE, FD, E, MC, PRM)</b></p> <p>Focus on the Larks becoming more visible and involved in the JLB <b>(L, PRM, MC)</b></p>	<p>Deliver 18-19 Wise Penny budget goal of \$179,000 <b>(WP)</b>.</p> <p>Deliver 18-19 Fund Development budget goal of \$29,750 <b>(FD, P)</b></p> <p>Achieve goal of lowering administrative costs, including salaries and fundraising not to exceed 30% of gross revenue <b>(T, TE, FD, P, PE)</b></p> <p>Develop a culture of philanthropy within the Junior League of Baltimore <b>(SVP, FD, SK, MC, MO)</b></p> <p>Build a Donor- Centered organization <b>(MO, SVP, FD, SK, PRM, W)</b></p> <p>Increase visibility and knowledge of JLB finances to members <b>(T, TE, FD, IC)</b></p> <p>Ensure board members are trained in their fiduciary responsibility to the organization <b>(P, PE, T, TE, FD)</b></p> <p>Review current and potential fundraising initiatives to determine viability <b>(FRED, FD)</b></p> <p>Secure at least one foundation, corporation or government grant in support of the JLB's mission, operations, or community impact areas <b>(FD, P, PE)</b></p> <p>Implement a thoughtful infrastructure spending plan <b>(All)</b></p>	<p>Monitor and adjust our five-year Strategic Plan to ensure our goals continue to align with our organizational priorities. <b>(P, PE)</b></p> <p>Provide members with all the necessary tools and resources to help them achieve their full potential within the organization. <b>(P, PE)</b></p> <p>Provide a clear leadership transitioning process to ensure preservation of information and historical context <b>(P, PE, NC, PC)</b></p> <p>Continue pay-down process for HQ loan while fulfilling fundraising goals <b>(T, TE, IC)</b></p> <p>Develop, monitor, and communicate Annual Plan <b>(All)</b></p> <p>Educate and communicate to the membership the strategic and governing work the Board is engaged in on behalf of all of the members <b>(All)</b></p> <p>Develop a plan to ensure the preservation of historical information, documents and records <b>(S, P, PE, NC, PC)</b></p> <p>Responsibly manage the resources and relationships entrusted to us <b>(All)</b></p>

## **Primary Ownership Legend**

P – President

PE – President Elect

S - Secretary

### **MEMBERSHIP COUNCIL**

MO - Membership Outreach

PC - Placement Committee

E – Events

TR – Transfer & Reclamation

SVP – Sustainer Vice President

### **COMMUNICATIONS COUNCIL**

PRM – Public Relations & Marketing

MC – Member Communications

W – Website

### **COMMUNITY IMPACT**

PS – Partnership & Service

PPD – Personal & Professional Development

L – Larks

SC - Scholarship

### **FUNDRAISING COUNCIL**

FD – Fund Development

WP – Wise Penny

5k – 5k Committee

RTI – Retail Training Initiative

FRED – Fundraising Evaluation & Development (FRED)

### **NOMINATING COMMITTEE**

NC – Nominating Committee

### **TREASURER'S COUNCIL**

T – Treasurer

TE – Treasurer-Elect

AC – Audit Committee

IC – Investment Committee

## **BREAKDOWN OF COUNCIL OWNERSHIP**

### **Membership Council Goals**

#### **TRAINING & LEADERSHIP**

*Provide both formal and informal learning opportunities to develop leadership skills our members can apply personally, professionally, and civically*

- Promote external leadership development and training opportunities (**P, PE, PC, NC, PPD, MC**)

- Identify 3-4 MANO trainings to members **(PC, NC, PPD)**
- Identify 3-4 external trainings related to JLB positions **(PC, NC, PPD)**
- Identify skill sets needed for each leadership role and offer training to members who wish to acquire such skills **(NC, PC)**
- Leverage member expertise, skills and knowledge to further the JLB mission **(SVP, PPD, MO, PC, NC, FD, IC)**

## **MEMBERSHIP CULTURE**

*Cultivate an engaged community organization that promotes lifelong membership, leadership, and learning*

- Actively recruit women who reflect the rich diversity of Baltimore **(ALL)**
  - Sign 25 FALL new members **(MO)**
  - Sign 25 SPRING new members **(MO)**
  - Reclaim 10 former JLB members **(TR, SVP)**
- Make a commitment to advance diversity, equity, and inclusion within our organization **(All)**
- Foster a positive membership experience by offering clear and realistic expectations during the recruitment, transfer and membership process **(MO, TR, PC)**
- Create a mentor program for incoming new members & transfers **(TR, MO)**
- Provide and promote events that are seen as a member benefit **(E, MC, PRM)**
- Cultivate relationships between Placement Advisors and advisees **(PC)**
- Provide and promote networking opportunities for membership focusing on resource sharing and collaboration **(SVP, PPD, MO, NC, MC)**

## **VISIBILITY & IDENTITY**

*Positively and consistently promote the Junior League brand, mission and members internally and throughout the Baltimore community*

- Promote and implement accurate and particularized messaging during outreach **(MO, PRM)**
- Equip all members to be JLB Ambassadors within the community **(P, PE, SVP, PRM, MO)**
- Engage membership and community to execute a community focused Giving Tuesday event and Little Black Dress Initiative **(P, PE, FD, E, MC, PRM)**

## **FINANCE**

*Sustain a financially healthy and viable organization with diverse revenue sources*

- Develop a culture of philanthropy within the Junior League of Baltimore **(SVP, FD, 5K, MC, MO)**
- Build a Donor- Centered organization **(MO, SVP, FD, 5K, PRM, W)**
- Implement a thoughtful infrastructure spending plan **(All)**

## **GOVERNANCE & SUSTAINABILITY**

*Ensure structure and policies are in place that promote strategic leadership, sound management, and ongoing mentorship*

- Provide a clear leadership transitioning process to ensure preservation of information and historical context **(P, PE, NC, PC)**
- Develop, monitor, and communicate Annual Plan **(All)**
- Educate and communicate to the membership the strategic and governing work the Board is engaged in on behalf of all of the members **(All)**
- Develop a plan to ensure the preservation of historical information, documents and records **(S, P, PE, NC, PC)**
- Responsibly manage the resources and relationships entrusted to us **(All)**

## **Communications Council**

### **TRAINING & LEADERSHIP**

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## **VISIBILITY & IDENTITY**

*Positively and consistently promote the Junior League brand, mission and members internally and throughout the Baltimore community*

- Further the JLB mission by highlighting the Community Impact (**PS, PRM, SC**)
- Promote and implement accurate and particularized messaging during outreach (**MO, PRM**)
- Develop and implement a public relations and communications plan (**PRM, W**)
- Leverage the visibility of the Wise Penny thrift store to communicate the impact of the Junior League (**PRM, WP**)
- Equip all members to be JLB Ambassadors within the community (**P, PE, SVP, PRM, MO**)
- Utilize strategic partnerships to increase visibility within the community (**P, PE, PRM, PS, RTI**)
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- Develop, monitor, and communicate Annual Plan (**All**)
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- Responsibly manage the resources and relationships entrusted to us (**All**)

## **Community Impact Council**

### **TRAINING & LEADERSHIP**

*Provide both formal and informal learning opportunities to develop leadership skills our members can apply personally, professionally, and civically*

- Provide and promote internal training opportunities (**P, PE, PPD, MC**)
  - Provide 10 training opportunities for members, including events for partners to attend (**PPD, PS**)
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  - Identify 3-4 MANO trainings to members (**PC, NC, PPD**)
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#### **GOVERNANCE & SUSTAINABILITY**

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## **Fundraising Council**

#### **TRAINING & LEADERSHIP**

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- Implement a thoughtful infrastructure spending plan **(All)**

## **GOVERNANCE & SUSTAINABILITY**

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- Develop, monitor, and communicate Annual Plan **(All)**
- Educate and communicate to the membership the strategic and governing work the Board is engaged in on behalf of all of the members **(All)**
- Responsibly manage the resources and relationships entrusted to us **(All)**

## **Nominating Committee**

### **TRAINING & LEADERSHIP**

*Provide both formal and informal learning opportunities to develop leadership skills our members can apply personally, professionally, and civically*

- Provide leadership development and training opportunities **(NC)**
  - 2 members (P & PE) to Fall Leadership
  - 2 members (PE & PEE) to Winter Leadership
  - 5-7 members to ODI
  - 3-4 members (including PE & PEE) to Annual Conference
- Promote external leadership development and training opportunities **(P, PE, PC, NC, PPD, MC)**
  - Identify 3-4 MANO trainings to members **(PC, NC, PPD)**
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### **MEMBERSHIP CULTURE**

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- Actively recruit women who reflect the rich diversity of Baltimore **(All)**
- Make a commitment to advance diversity, equity, and inclusion within our organization **(All)**

- Provide and promote networking opportunities for membership focusing on resource sharing and collaboration **(SVP, PPD, MO, NC, MC)**

## **FINANCE**

*Sustain a financially healthy and viable organization with diverse revenue sources*

- Implement a thoughtful infrastructure spending plan **(All)**

## **GOVERNANCE & SUSTAINABILITY**

*Ensure structure and policies are in place that promote strategic leadership, sound management, and ongoing mentorship*

- Provide a clear leadership transitioning process to ensure preservation of information and historical context **(P, PE, NC, PC)**
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- Responsibly manage the resources and relationships entrusted to us **(All)**

## **Treasurer's Council**

### **TRAINING & LEADERSHIP**

*Provide both formal and informal learning opportunities to develop leadership skills our members can apply personally, professionally, and civically*

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### **MEMBERSHIP CULTURE**

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## **FINANCE**

*Sustain a financially healthy and viable organization with diverse revenue sources*

- Achieve goal of lowering administrative costs, including salaries and fundraising not to exceed 30% of gross revenue **(T, TE, FD, P, PE)**
- Increase visibility and knowledge of JLB finances to members **(T, TE, FD, IC)**
- Ensure board members are trained in their fiduciary responsibility to the organization **(P, PE, T, TE, FD)**
- Implement a thoughtful infrastructure spending plan **(All)**

## **GOVERNANCE & SUSTAINABILITY**

*Ensure structure and policies are in place that promote strategic leadership, sound management, and ongoing mentorship*

- Continue pay-down process for HQ loan while fulfilling fundraising goals **(T, TE, IC)**
- Develop, monitor, and communicate Annual Plan **(All)**
- Educate and communicate to the membership the strategic and governing work the Board is engaged in on behalf of all of the members **(All)**
- Responsibly manage the resources and relationships entrusted to us **(All)**