JUNIOR LEAGUE OF BALTIMORE 2018-2019 Annual Plan

TRAINING & LEADERSHIP	MEMBERSHIP CULTURE	VISIBILITY & IDENTITY	FINANCE	GOVERNANCE & SUSTAINABILITY
Provide both formal and informal	Cultivate an engaged community	Positively and consistently promote the	Sustain a financially healthy and viable	Ensure structure and policies are in
learning opportunities to develop	organization that promotes	Junior League brand, mission and	organization with diverse revenue	place that promote strategic
leadership skills our members can	lifelong membership, leadership,	members internally and throughout the	sources	leadership, sound management, and
apply personally, professionally, and	and learning	Baltimore community		ongoing mentorship
civically	ana learning	,		
Provide and promote internal	Actively recruit were an when reflect		Deliver 10, 10 Wiss Denny hydrot gool of	Manitar and adjust our five year
training opportunities (P, PE, PPD ,	Actively recruit women who reflect the rich diversity of Baltimore (ALL)	Maximize existing community partnerships, identify new partners, and	Deliver 18-19 Wise Penny budget goal of \$179,000 (WP).	Monitor and adjust our five-year Strategic Plan to ensure our goals
MC)	Sign 25 FALL new members	regularly evaluate partnerships (P, PE, PS,	\$179,000 (WP) .	continue to align with our
 Provide 10 training 	• Sign 25 FALL new members (MO)	RTI)	Deliver 18-19 Fund Development budget	organizational priorities. (P, PE)
opportunities for members,	 Sign 25 SPRING new members 	,	goal of \$29,750 (FD, P)	organizational priorities. (1,1 L)
including events for partners to	(MO)	Further the JLB mission by highlighting the		
attend (PPD, PS)	 Reclaim 10 former JLB members 	Community Impact (PS, PRM, SC)	Achieve goal of lowering administrative	Provide members with all the necessary
	(TR, SVP)		costs, including salaries and fundraising not	tools and resources to help them achieve their full potential within the
Provide leadership development and	(,,	Plan and execute at least one event or	to exceed 30% of gross revenue (T, TE, FD,	organization. (P, PE)
training opportunities (NC)	Make a commitment to advance	service opportunity per month with each	Р, РЕ)	
2 members (P & PE) to Fall	diversity, equity, and inclusion within	Impact Partners (PS, PPD)		
Leadership	our organization (AII)		Develop a culture of philanthropy within	Provide a clear leadership transitioning
2 members (PE & PEE) to Winter		Promote and implement accurate and	the Junior League of Baltimore (SVP, FD,	process to ensure preservation of information and historical context (P,
Leadership	Foster a positive membership	particularized messaging during outreach	5К, МС, МО)	PE, NC, PC)
5-7 members to ODI	experience by offering clear and	(MO, PRM)		FE, NC, FC)
3-4 members (including PE &	realistic expectations during the	Develop and implement a public relations	Build a Donor- Centered organization (MO ,	
PEE) to Annual Conference	recruitment, transfer and	and communications plan (PRM , W)	SVP, FD, 5K, PRM, W)	Continue pay-down process for HQ
Dremete euternel leederchie	membership process (MO, TR,		Increase visibility and knowledge of U.D.	loan while fulfilling fundraising goals (T,
Promote external leadership development and training	PC)	Leverage the visibility of the Wise Penny	Increase visibility and knowledge of JLB finances to members (T, TE, FD, IC)	ТЕ, ІС)
opportunities (P, PE, PC, NC, PPD,		thrift store to communicate the impact of	finances to members (1, 1E, FD, IC)	
MC)	Create a mentor program for	the Junior League (PRM, WP)		Develop, monitor, and communicate
Identify 3-4 MANO trainings to	incoming new members & transfers		Ensure board members are trained in their	Annual Plan (All)
members (PC, NC, PPD)	(TR, MO)	Equip all members to be JLB Ambassadors	fiduciary responsibility to the	
Identify 3-4 external trainings	Provide and promote events that are	within the community (P, PE, SVP, PRM,	organization (P, PE, T, TE, FD)	Educate and communicate to the
related to JLB positions (PC, NC,	seen as a member benefit (E, MC,	MO)		membership the strategic and
PPD)	PRM)	Utilize strategic partnerships to increase	Review current and potential fundraising	governing work the Board is engaged in
		visibility within the community (P, PE,	initiatives to determine viability (FRED, FD)	on behalf of all of the members (All)
Identify skill sets needed for each	Cultivate relationships between	PRM, PS, RTI)		Dovelop a plan to ensure the
leadership role and offer training to	Placement Advisors and advisees		Secure at least one foundation, corporation	Develop a plan to ensure the preservation of historical information,
members who wish to acquire such	(PC)	Engage membership and community to	or government grant in support of the JLB's	documents and records (S, P, PE, NC,
skills (NC, PC)		execute a community focused Giving	mission, operations, or community impact	PC)
	Provide and promote networking	Tuesday event and Little Black Dress	areas (FD, P, PE)	,
Leverage member expertise, skills	opportunities for membership	Initiative (P, PE, FD, E, MC, PRM)		Responsibly manage the resources and
and knowledge to further the JLB	focusing on resource sharing and	Fearing on the Loriza happening many white	Implement a thoughtful infrastructure	relationships entrusted to us (All)
mission (SVP, PPD, MO, PC, NC, FD, IC)	collaboration (SVP, PPD, MO, NC,	Focus on the Larks becoming more visible and involved in the JLB (L, PRM, MC)	spending plan (All)	
	MC)			

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 & IDENITY

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 (AII)
- 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

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)
- 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)

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)
- Make a commitment to advance diversity, equity, and inclusion within our organization (All)
- Provide and promote events that are seen as a member benefit (E, MC, PRM)
- Provide and promote networking opportunities for membership focusing on resource sharing and collaboration (SVP, PPD, MO, NC, MC)

VISIBILITY & IDENITY

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)
- Engage membership and community to execute a community focused Giving Tuesday event and Little Black Dress Initiative (P, PE, FD, E, MC, PRM)
- Focus on the Larks becoming more visible and involved in the JLB (L, PRM, MC)

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 (AII)

GOVERNANCE & SUSTAINABILITY

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

- 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 (AII)
- 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)
- 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)
- 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)
- 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)

VISIBILITY & IDENITY

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

- Maximize existing community partnerships, identify new partners, and regularly evaluate partnerships (P, PE, PS, RTI)
- Further the JLB mission by highlighting the Community Impact (PS, PRM, SC)
- Plan and execute at least one event or service opportunity per month with each Impact Partners (PS, PPD)
- Utilize strategic partnerships to increase visibility within the community (P, PE, PRM, PS, RTI)
- Focus on the Larks becoming more visible and involved in the JLB (L, PRM, 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

- 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 (AII)
- Responsibly manage the resources and relationships entrusted to us (All)

Fundraising Council

TRAINING & LEADERSHIP

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

• 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)
- Make a commitment to advance diversity, equity, and inclusion within our organization (All)

VISIBILITY & IDENITY

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

• Maximize existing community partnerships, identify new partners, and regularly evaluate partnerships (P, PE, PS, RTI)

- Leverage the visibility of the Wise Penny thrift store to communicate the impact of the Junior League (PRM, WP)
- Utilize strategic partnerships to increase visibility within the community (P, PE, PRM, PS, RTI)
- 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

- Deliver 18-19 Wise Penny budget goal of \$179,000 (WP).
- Deliver 18-19 Fund Development budget goal of \$29,750 (FD, P)
- Achieve goal of lowering administrative costs, including salaries and fundraising not to exceed 30% of gross revenue (T, TE, FD, P, PE)
- 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)
- 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)
- Review current and potential fundraising initiatives to determine viability (FRED, FD)
- Secure at least one foundation, corporation or government grant in support of the JLB's mission, operations, or community impact areas (FD, P, PE)
- Implement a thoughtful infrastructure spending plan (AII)

GOVERNANCE & SUSTAINABILITY

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

- 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 (AII)
- 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)
 - > 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)
- 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)
- 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 (AII)
- 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)

Treasurer's Council

TRAINING & LEADERSHIP

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

• 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)
- Make a commitment to advance diversity, equity, and inclusion within our organization (All)

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 (AII)
- Responsibly manage the resources and relationships entrusted to us (All)