



JUNIOR LEAGUE OF BALTIMORE

2019-2020 Annual Plan

TRAINING & LEADERSHIP <i>Provide both formal and informal learning opportunities to develop leadership skills our members can apply personally, professionally, and civically</i>	MEMBERSHIP CULTURE <i>Cultivate an engaged community organization that promotes lifelong membership, leadership, and learning</i>	VISIBILITY & IDENTITY <i>Positively and consistently promote the Junior League brand, mission and members internally and throughout the Baltimore community</i>	FINANCE <i>Sustain a financially healthy and viable organization with diverse revenue sources</i>	GOVERNANCE & SUSTAINABILITY <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 (P, PE, PPD, MC)</p> <ul style="list-style-type: none"> ➤ Provide 10-12 (approx. one per month) training opportunities for members, including events for partners to attend (PPD, PS) ➤ Provide one GMM training related to D&I (D&I, BOD, PPD) <p>Provide leadership development and training opportunities (NC)</p> <ul style="list-style-type: none"> ➤ 2 members (PE & PEE) to Winter Leadership ➤ 6-8 members to ODI ➤ 3-4 members (including PE & PEE) to Annual Conference <p>Promote leadership development and training opportunities (P, PE, PC, NC, PPD, MC)</p> <ul style="list-style-type: none"> ➤ Identify 3-4 MANO (Maryland Association Non-Profit Organizations) trainings to members (PC, NC, PPD) ➤ Identify 3-4 external trainings related to JLB positions (PC, NC, PPD) ➤ AJLI Webinar trainings (PC, MC, PPD) <p>Identify skill sets needed for each Leadership Role (NC, PC, MO, TR, PPD).</p> <p>Offer training to members who wish to acquire such skills as they relate</p>	<p>Actively recruit women who reflect the rich diversity of Baltimore (ALL)</p> <ul style="list-style-type: none"> • Sign 30 FALL new members (MO) • Sign 30 SPRING new members (MO) • Reclaim 10 former JLB members (TR, SVP) <p>Focus on new Transfer experience and fully integrating them into the League (TR)</p> <p>Foster a positive membership experience by offering clear and realistic expectations during the recruitment, transfer, active, sustainer and new member process (MO, TR, PC)</p> <p>Maintain a mentor program for incoming transfers; create a program for new members transitioning to active status (TR, MO)</p> <p>Provide and promote events that are seen as a member benefit (E, MC, PRM)</p> <p>Cultivate relationships between Placement Advisors and advisees (PC)</p> <p>Provide and promote networking opportunities for membership focusing on resource sharing and collaboration, including cross</p>	<p>Continue existing community partnerships (P, PE, PS, PAR)</p> <p>Conduct an evaluation of current JLB partnerships and provide a recommendation to the board for next steps (PAR, P, PE, CIVP)</p> <p>Make a commitment to reach out to women owned and minority owned businesses for bids when seeking out vendors. (All)</p> <p>Ensure that the businesses JLB works with align with the mission of the Junior League of Baltimore. (All)</p> <p>Further the JLB mission by highlighting the Community Impact Focus & the League's IMPACT on community partners (PS, PRM, SC)</p> <p>Plan and execute at least one event or service opportunity per month with each Impact Partner (PS, PPD)</p> <p>Promote and implement accurate and particularized JLB messaging to New Members, Current Members and Public (MO, PRM, MC, W)</p> <p>Maintain and implement a public relations and communications plan (PRM, W, MC)</p> <p>Leverage the visibility of the Wise Penny thrift store to communicate the impact of the Junior League (PRM, WP)</p>	<p>Commit to creating a fiscally responsible environment with a system of checks and balances (All)</p> <p>Deliver 19-20 Wise Penny income goal of \$197,000 (WP)</p> <p>Deliver 19-20 Fund Development income goal of \$28,000 (FD, P)</p> <p>Determine the impact of the new Wise Penny Inventory Model on the League (WP)</p> <p>Develop a culture of philanthropy within the Junior League of Baltimore (All)</p> <p>Increase visibility and knowledge of JLB finances to members (T, TE, FD, IC, MO, MC)</p> <p>Ensure board members are trained in their fiduciary responsibility to the organization (P, PE, T, TE, FD)</p> <p>Review current and potential fundraising initiatives, evaluate current and potential fundraising events, and disseminate information to membership (FD, FE)</p> <p>Submit at least one foundation, corporation or government grant in support of the JLB's mission, operations, or community impact areas (FD, P, PE, PS)</p>	<p>Monitor and adjust our five-year Strategic Plan to ensure our goals continue to align with our organizational priorities. (BOD)</p> <p>Provide members with all the necessary tools and resources to help them achieve their full potential within the organization (BOD)</p> <p>Continue to provide a clear leadership transitioning process to ensure preservation of information and historical context (P, PE, NC, PC)</p> <p>Prioritize and expedite refinancing HQ (T, TE, IC, P, PE, FVP, FVPE)</p> <p>Prioritize HQ maintenance and ongoing annual maintenance plan to be good stewards of the building (T, TE, IC, P, PE, FVP, FVPE)</p> <p>Develop, monitor, and communicate Annual Plan (All)</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 (All)</p> <p>Develop and execute a plan to ensure the preservation of historical information, documents and records (H, S, P, PE, NC, PC)</p>

<p>to Leadership Development (NC, PPD, PC).</p> <p>Cultivate Leadership Pipeline (All)</p> <p>Leverage member expertise, skills and knowledge to further the JLB mission (SVP, PPD, MO, PC, NC, FD, IC)</p> <p>Commit to providing 3 trainings at GMM (P, PE, PPD, E)</p> <p>Facilitate diversity educational opportunities for members (D&I, PPD)</p>	<p>collaboration with our community partners (SVP, PPD, MO, NC, MC)</p> <p>Have 4 engagement opportunities with actives and sustainers (SVP, E, PPD, TR)</p> <p>Assess the League’s current commitment to DNI through a membership survey to a significant cross-section of members and identify next steps in D&I plan (D&I, BOD)</p> <p>Review the League’s current operational protocol to ensure alignment with AJLI DNI objectives (D&I)</p>	<p>Equip all members with the tools to be JLB Ambassadors within the community (P, PE, SVP, PRM, MO, TR, MC, W)</p> <p>Utilize strategic partnerships to increase visibility within the community (P, PE, PRM, PS, W, FD)</p> <p>Continue to engage membership and community to execute a community focused Giving Tuesday event and Little Black Dress Initiative (P, PE, FD, E, MC, PRM, W)</p> <p>Focus on the Larks becoming more visible and involved in the JLB, do more social activities and fundraisers with them, utilize them in marketing efforts, have them come to/perform at a GMM (L, PRM, MC, W)</p> <p>Educate all members about advocacy and identify appropriate areas to focus JLB advocacy efforts. (PAR, P, PE, CIVP, PPD)</p> <p>Enable everyone to be a champion for change (All)</p>		<p>Responsibly manage the resources and relationships entrusted to us (All)</p> <p>Develop a multi-year commitment for implementation of DNI initiatives into the league’s structure (D&I)</p>
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Primary Ownership Legend

P – President
PE – President Elect
S – Secretary
BOD – Board of Directors

MEMBERSHIP COUNCIL

MO - Membership Outreach
PC - Placement Committee
E – Events
TR – Transfer & Reclamation
SVP – Sustainer Vice President

COMMUNICATIONS COUNCIL

PRM – Public Relations & Marketing
MC – Membership Communications
W – Website

COMMUNITY IMPACT

CIVP – Community Impact Vice President
PS – Partnership & Service
PPD – Personal & Professional Development
L – Larks
SC – Scholarship
PAR--Partnerships, Advocacy & Research
BM--Board Match

FUNDRAISING COUNCIL

FVP – Fundraising VP
FVPE – Fundraising VP-Elect
FD – Fund Development
WP – Wise Penny
FE – Fundraising Events

NOMINATING COMMITTEE

NC – Nominating Committee

TREASURER'S COUNCIL

T – Treasurer
TE – Treasurer-Elect
AC – Audit Committee
IC – Investment Committee
5902--Building Committee

SECRETARY'S COUNCIL

H - Historian(s)

NON-COUNCIL COMMITTEE (reports directly to Board)

D&I—Diversity and Inclusion 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

- Identify skill sets needed for each Leadership Role **(NC, PC, MO, TR, PPD)**
- Offer training to members who wish to acquire such skills as they relate to Leadership Development **(NC, PPD, PC)**
- Cultivate Leadership Pipeline **(All)**
- Leverage member expertise, skills and knowledge to further the JLB mission **(SVP, PPD, MO, PC, NC, FD, IC)**
- Commit to providing 3 trainings at GMM **(P, PE, PPD, E)**

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 30 FALL new members **(MO)**
 - Sign 30 SPRING new members **(MO)**
 - Reclaim 10 former JLB members **(TR, SVP)**
- Focus on new Transfer experience and fully integrating them into the League **(TR)**
- Foster a positive membership experience by offering clear and realistic expectations during the recruitment, transfer, active, sustainer and new member process **(MO, TR, PC)**
- Maintain a mentor program for incoming transfers; create a program for new members transitioning to active status **(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, including cross collaboration with our community partners **(SVP, PPD, MO, NC, MC)**
- Have 4 engagement opportunities with actives and sustainers **(SVP, E, PPD, TR)**

VISIBILITY & IDENTITY

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

- Make a commitment to reach out to women owned and minority owned businesses for bids when seeking out vendors. **(All)**
- Ensure that the businesses JLB works with align with the mission of the Junior League of Baltimore. **(All)**
- Promote and implement accurate and particularized JLB messaging to New Members, Current Members and Public **(MO, PRM, MC, W)**
- Equip all members with the tools to be JLB Ambassadors within the community **(P, PE, SVP, PRM, MO, TR, MC, W)**
- Continue to engage membership and community to execute a community focused Giving Tuesday event and Little Black Dress Initiative **(P, PE, FD, E, MC, PRM, W)**
- Enable everyone to be a champion for change **(All)**

FINANCE

Sustain a financially healthy and viable organization with diverse revenue sources

- Commit to creating a fiscally responsible environment with a system of checks and balances **(All)**
- Develop a culture of philanthropy within the Junior League of Baltimore **(All)**
- Increase visibility and knowledge of JLB finances to members **(T, TE, FD, IC, MO, MC)**

GOVERNANCE & SUSTAINABILITY

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

- Continue to 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 and execute a plan to ensure the preservation of historical information, documents and records **(H, S, P, PE, NC, PC)**
- Responsibly manage the resources and relationships entrusted to us **(All)**

Communications Council Goals

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 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)**
 - AJLI Webinar trainings **(PC, MC, PPD)**
 - Cultivate Leadership Pipeline **(All)**

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)**
- 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, including cross collaboration with our community partners **(SVP, PPD, MO, NC, MC)**

VISIBILITY & IDENTITY

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

- Make a commitment to reach out to women owned and minority owned businesses for bids when seeking out vendors. **(All)**
- Ensure that the businesses JLB works with align with the mission of the Junior League of Baltimore. **(All)**
- Further the JLB mission by highlighting the Community Impact & its IMPACT on community partners **(PS, PRM, SC)**
- Promote and implement accurate and particularized JLB messaging to New Members, Current Members and Public **(MO, PRM, MC, W)**
- Maintain and implement a public relations and communications plan **(PRM, W, MC)**
- Leverage the visibility of the Wise Penny thrift store to communicate the impact of the Junior League **(PRM, WP)**
- Equip all members with the tools to be JLB Ambassadors within the community **(P, PE, SVP, PRM, MO, TR, MC, W)**
- Utilize strategic partnerships to increase visibility within the community **(P, PE, PRM, PS, W, FD)**
- Continue to engage membership and community to execute a community focused Giving Tuesday event and Little Black Dress Initiative **(P, PE, FD, E, MC, PRM, W)**
- Focus on the Larks becoming more visible and involved in the JLB, do more social activities and fundraisers with them, utilize them in marketing efforts, have them come to/perform at a GMM **(L, PRM, MC, W)**
- Enable everyone to be a champion for change **(All)**

FINANCE

Sustain a financially healthy and viable organization with diverse revenue sources

- Commit to creating a fiscally responsible environment with a system of checks and balances **(All)**
- Develop a culture of philanthropy within the Junior League of Baltimore **(All)**
- Increase visibility and knowledge of JLB finances to members **(T, TE, FD, IC, MO, MC)**

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

Community Impact Council Goals

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 10-12 (approx.. one per month) training opportunities for members, including events for partners to attend **(PPD, PS)**
 - Provide one GMM training related to D&I **(D&I, BOD, PPD)**
- Promote leadership development and training opportunities **(P, PE, PC, NC, PPD, MC)**
 - Identify 3-4 MANO (Maryland Association Non-Profit) trainings to members **(PC, NC, PPD)**
 - Identify 3-4 external trainings related to JLB positions **(PC, NC, PPD)**
 - AJLI Webinar trainings **(PC, MC, PPD)**
- Identify skill sets needed for each Leadership Role **(NC, PC, MO, TR, PPD)**
- Offer trainings to members who wish to acquire such skills as they relate to Leadership Development **(NC, PPD, PC)**
- Cultivate Leadership Pipeline **(All)**
- Leverage member expertise, skills and knowledge to further the JLB mission **(SVP, PPD, MO, PC, NC, FD, IC)**
- Commit to providing 3 trainings at GMM **(P, PE, PPD, E)**
- Facilitate diversity educational opportunities for members **(D&I, 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)**
- Provide and promote networking opportunities for membership focusing on resource sharing and collaboration, including cross collaboration with our community partners **(SVP, PPD, MO, NC, MC)**
- Have 4 engagement opportunities with actives and sustainers **(SVP, E, PPD, TR)**

VISIBILITY & IDENTITY

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

- Continue existing community partnerships **(P, PE, PS, PAR)**
- Conduct an evaluation of current JLB partnerships and provide a recommendation to the board for next steps **(PAR, P, PE, CIVP)**
- Make a commitment to reach out to women owned and minority owned businesses for bids when seeking out vendors. **(All)**
- Ensure that the businesses JLB works with align with the mission of the Junior League of Baltimore. **(All)**
- Further the JLB mission by highlighting the Community Impact & its IMPACT of community partners **(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, W, FD)**
- Focus on the Larks becoming more visible and involved in the JLB, do more social activities and fundraisers with them, utilize them in marketing efforts, have them come to/perform at a GMM **(L, PRM, MC, W)**
- Educate all members about advocacy and identify appropriate areas to focus JLB advocacy efforts **(PAR, P, PE, CIVP, PPD)**
- Enable everyone to be a champion for change **(All)**

FINANCE

Sustain a financially healthy and viable organization with diverse revenue sources

- Commit to creating a fiscally responsible environment with a system of checks and balances **(All)**
- Develop a culture of philanthropy within the Junior League of Baltimore **(All)**
- Submit at least one foundation, corporation or government grant in support of the JLB's mission, operations, or community impact areas **(FD, P, PE, PS)**

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

Fundraising Council Goals

TRAINING & LEADERSHIP

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

- Cultivate Leadership Pipeline **(All)**
- 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)**

VISIBILITY & IDENTITY

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

- Make a commitment to reach out to women owned and minority owned businesses for bids when seeking out vendors. **(All)**
- Ensure that the businesses JLB works with align with the mission of the Junior League of Baltimore. **(All)**
- 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, W, FD)**
- Continue to engage membership and community to execute a community focused Giving Tuesday event and Little Black Dress Initiative **(P, PE, FD, E, MC, PRM, W)**

FINANCE

Sustain a financially healthy and viable organization with diverse revenue sources

- Commit to creating a fiscally responsible environment with a system of checks and balances **(All)**
- Deliver 19-20 Wise Penny income goal of \$197,000 **(WP)**.
- Deliver 19-20 Fund Development income goal of \$28,000 **(FD, P)**
- Determine the impact of the new Wise Penny Inventory Model on the League **(WP)**
- Develop a culture of philanthropy within the Junior League of Baltimore **(All)**
- Increase visibility and knowledge of JLB finances to members **(T, TE, FD, IC, MO, MC)**
- Ensure board members are trained in their fiduciary responsibility to the organization **(P, PE, T, TE, FD)**
- Review current and potential fundraising initiatives, evaluate current and potential fundraising events, and disseminate information to membership **(FD, FE)**
- Submit at least one foundation, corporation or government grant in support of the JLB's mission, operations, or community impact areas **(FD, P, PE, PS)**

GOVERNANCE & SUSTAINABILITY

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

- Prioritize and expedite refinancing HQ **(T, TE, IC, P, PE, FVP, FVPE)**
- Prioritize HQ maintenance and ongoing annual maintenance plan to be good stewards of the building **(T, TE, IC, P, PE, FVP, FVPE)**
- 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 Goals

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 (PE & PEE) to Winter Leadership
 - 6-8 members to ODI
 - 3-4 members (including PE & PEE) to Annual Conference
- Promote leadership development and training opportunities **(P, PE, PC, NC, PPD, MC)**
 - Identify 3-4 MANO (Maryland Association Non-Profit Organizations) 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 **(NC, PC, MO, TR, PPD)**
- Offer training to members who wish to acquire such skills as they relate to Leadership Development **(NC, PPD, PC)**
- Cultivate Leadership Pipeline **(All)**
- 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)**
- Provide and promote networking opportunities for membership focusing on resource sharing and collaboration, including cross collaboration with our community partners **(SVP, PPD, MO, NC, MC)**

VISIBILITY & IDENTITY

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

- Make a commitment to reach out to women owned and minority owned businesses for bids when seeking out vendors. **(All)**
- Ensure that the businesses JLB works with align with the mission of the Junior League of Baltimore. **(All)**
- Enable everyone to be a champion for change **(All)**

FINANCE

Sustain a financially healthy and viable organization with diverse revenue sources

- Commit to creating a fiscally responsible environment with a system of checks and balances **(All)**
- Develop a culture of philanthropy within the Junior League of Baltimore **(All)**

GOVERNANCE & SUSTAINABILITY

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

- Continue to 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 **(H, S, P, PE, NC, PC)**
- Responsibly manage the resources and relationships entrusted to us **(All)**

Treasurer's Council Goals

TRAINING & LEADERSHIP

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

- Cultivate Leadership Pipeline **(All)**
- 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)**

VISIBILITY & IDENTITY

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

- Make a commitment to reach out to women owned and minority owned businesses for bids when seeking out vendors. **(All)**
- Ensure that the businesses JLB works with align with the mission of the Junior League of Baltimore. **(All)**
- Enable everyone to be a champion for change **(All)**

FINANCE

Sustain a financially healthy and viable organization with diverse revenue sources

- Commit to creating a fiscally responsible environment with a system of checks and balances **(All)**
- Develop a culture of philanthropy within the Junior League of Baltimore **(All)**
- Increase visibility and knowledge of JLB finances to members **(T, TE, FD, IC, MO, MC)**
- Ensure board members are trained in their fiduciary responsibility to the organization **(P, PE, T, TE, FD)**

GOVERNANCE & SUSTAINABILITY

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

- Prioritize and expedite refinancing HQ **(T, TE, IC, P, PE, FVP, FVPE)**
- Prioritize HQ maintenance and ongoing annual maintenance plan to be good stewards of the building **(T, TE, IC, P, PE, FVP, FVPE)**
- 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)**

SECRETARY'S COUNCIL GOALS

TRAINING & LEADERSHIP

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

- Cultivate Leadership Pipeline **(All)**

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)**

VISIBILITY & IDENTITY

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

- Make a commitment to reach out to women owned and minority owned businesses for bids when seeking out vendors. **(All)**
- Ensure that the businesses JLB works with align with the mission of the Junior League of Baltimore. **(All)**
- Enable everyone to be a champion for change **(All)**

FINANCE

Sustain a financially healthy and viable organization with diverse revenue sources

- Commit to creating a fiscally responsible environment with a system of checks and balances **(All)**
- Develop a culture of philanthropy within the Junior League of Baltimore **(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 **(All)**
- Develop and execute a plan to ensure the preservation of historical information, documents and records (H, S, P, PE, NC, PC)
- Responsibly manage the resources and relationships entrusted to us **(All)**

NON-COUNCIL COMMITTEE – DIVERSITY & INCLUSION COMMITTEE GOALS

TRAINING & LEADERSHIP

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

- Provide one GMM training related to D&I **(D&I, BOD, PPD)**
- Cultivate Leadership Pipeline **(All)**
- Facilitate diversity educational opportunities for members **(D&I, 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)**
- Assess the League's current commitment to DNI through a membership survey to a significant cross-section of members and identify next steps in D&I plan **(D&I, BOD)**
- Review the League's current operational protocol to ensure alignment with AJLI DNI objectives **(D&I)**

VISIBILITY & IDENTITY

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

- Make a commitment to reach out to women owned and minority owned businesses for bids when seeking out vendors. **(All)**
- Ensure that the businesses JLB works with align with the mission of the Junior League of Baltimore. **(All)**
- Enable everyone to be a champion for change **(All)**

FINANCE

Sustain a financially healthy and viable organization with diverse revenue sources

- Commit to creating a fiscally responsible environment with a system of checks and balances **(All)**
- Develop a culture of philanthropy within the Junior League of Baltimore **(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 **(All)**
- Responsibly manage the resources and relationships entrusted to us **(All)**
- Develop a multi-year commitment for implementation of DNI initiatives into the league's structure **(D&I)**