



Junior League of Champlain Valley  
Strategic Plan  
2017-2020

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*Mission* :: The Junior League of Champlain Valley is an organization of women committed to promoting voluntarism, developing the potential of women and improving the community through the effective action and leadership of trained volunteers. Its purpose is exclusively educational and charitable.

*Vision* :: The Junior League of the Champlain Valley strives to improve the quality of life for children, women and families at risk in the community through increased awareness, community partnerships and providing a legacy of trained volunteers.

*Reaching Out* :: The Junior League of Champlain Valley reaches out to women of all races, religions and national origins who demonstrate an interest in and commitment to voluntarism.

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### *Executive Summary*

The Junior League of Champlain was founded in 1985 by eight women and affiliated in 2005 with the Association of Junior Leagues International (AJLI). Currently in 2016 we have 59 total members - 38 actives, 6 new members, and 15 sustaining members.

A committee to review and update the strategic plan was formed in January 2016 and began with a [SWOT analysis](#) of the league as it currently stands. From there, members divided into three sub-committees (Community Projects & Volunteering, Governance, and Training & Social) and brought back their recommendations for priority areas, goals, and strategies as needed. Members met to refine the plan and it was presented to the general membership in January 2017 and voted in for approval at the annual meeting in April 2017.

Membership goals focused on expanding the organization and cultivating a diverse group of members that feel connected to both the JLCV and AJLI. It is recommended that training become a larger component of our operations including educating our members on our partners' needs to further develop member's leadership skills.

The work of the community projects & volunteering sub-group focused on agreeing to research a new focus area. Discussion also included the desire to involve members in as many service opportunities as possible by providing a number of diverse opportunities.

Members discussing communication felt that there were many additional opportunities to promote the JLCV externally while also communicating effectively internally to our members so they feel engaged and included.

The governance sub-committee tackled financial operations and fund development and again felt there were opportunities to raise additional funds thereby building financial security and discretionary funds so we could further expand the JLCV. Some financial standards are in place but a review is recommended to ensure our short and long-term financial strength and stability.

Governance also looked at league operations as a whole and identified a few key areas for review by the board and membership including requirements, meeting structure, creating annual work plans for committees, and a regular review of by-laws

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## Strategic Plan 2017-2020

### ● Membership

#### ○ GOAL

- Expand and cultivate an engaged organization where a diverse group of women feel connected to each other, our mission, and the community
- Facilitate an environment where members identify with both the JLCV and AJLI
- Educate our members on our community partners' needs and develop their leadership skills

#### ○ STRATEGIES

- Retain a new member class equal to 15% or more of the active membership.
- Develop Mentor program for all New Members & Transfers
- Strategize recruitment outreach to create a geographically, socially, and culturally diverse membership
- Connect with AJLI through utilization of formal training and education
  - Membership Requirement
  - Newsletter Reports // Book Reports
- Create a sustainer chair (active member, not sustainer) that would increase participation of that group
- Provide opportunities for membership feedback through an annual survey to increase participation and retention
- Increase understanding and awareness of membership levels & options for leaves of absences
- Plan social events and activities that encourage participation at all levels of membership with a wide range of options and price points
  - Establish a culture where PopUp socials can happen frequently and where members feel comfortable posting for others to attend.
- Recognize members for outstanding JLCV service through an annual award

### ● Community Projects & Volunteering

#### ○ GOAL

- Identify community need(s) and develop DIAD and community projects to address those needs relating to the JLCV's focus area
  - Provide opportunity for members to make a positive impact on our community as trained volunteers
  - STRATEGIES
    - Determine the focus area by evaluating current focus area & potential new focus areas and researching and collaborating with area businesses, non-profits, and governmental entities.
    - Once the focus area has been determined, establish a focus area with a menu of meaningful volunteer opportunities with long-term community and member involvement
    - Work with current and new community partners to implement a plan that helps identify and fill gaps in our community within our chosen focus area.
    - Promote JLCV's chosen focus area both externally and internally through advocacy and education
    - Increase the number of volunteer and training opportunities available to JLCV members
    - Evaluate our focus area on a periodic basis to determine its relevancy
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- Communications
    - GOAL
      - Increase public awareness of the JLCV and communicate effectively to our members
    - STRATEGIES
      - Increase awareness with prospective members, community partners, and sponsors
      - Explore innovative PR ideas
      - Effectively use technology such as email, website, and social media to facilitate internal and external communications
      - Utilize the full capacity of our existing communication tools to support member and organizational needs
      - Develop and implement an external communication plan to include targeted marketing materials for membership recruitment and fundraising
      - Develop and cultivate an advocacy committee to investigate how JLCV can impact public policy relating to our focus area

- **Financial Operations // Fund Development // Fundraising**

- GOAL

- Build financial security and discretionary funds to support our mission and further expand the impact and membership of the JLCV
- Ensure the JLCV's short and long-term financial stability through sound fiscal management

- STRATEGIES

- Develop & implement a comprehensive financial plan that includes budgeting, savings, and fundraising plan
  - The plan will address purpose and use of funds raised through events, reserve funds, administrative expenses, and long-term financial sustainability of the JLCV
- Ensure the use of the highest standards for financial policies, internal controls, investment policies, and legal reporting
- Ensure financial decisions and funding sources are in alignment with the mission and vision of JLCV
- Enhance membership understanding of and increase participation in the JLCV's annual fund
- Expand Festival of Wreaths as our signature fundraising event to maximize community visibility
- Provide more transparency and education of the budgeting process including current financial snapshots on a regular basis

- **Governance // JLCV Operations (Overseen by The Board)**

- GOAL

- Provide open and effective governance systems and policies

- STRATEGIES

- Research, develop, and implement a plan to secure a permanent home for the JLCV
- Assess current meeting structure and frequency and make recommendations for appropriate changes
- Adjust current volunteer requirements for members so that participation of individuals can be measured more accurately and so that the contribution of membership time is more standardized
- Increase the JLCV's commitment to building "trained" volunteers

- Review and revise current committee structure to align with JLCV needs, and to better utilize member's strengths, interests, and availability
  - Board to review the strategic plan every other year, updating as needed for the next three years, to ensure a continued focus on long-term strategic direction of the JLCV
  - Each JLCV committee will develop an annual work plan, in conjunction with and to be approved by the JLCV Board of Directors
    - This plan should directly correlate to strategies set forth in the strategic plan
    - This plan should include any actions and financial responsibilities for the committee.
  - Create and maintain an organizational system for officers and committees to ensure continuity from year to year (including monthly and annual reports)
  - Review JLCV bylaws, standing rules, and other governance documents every three years, making recommendations for appropriate changes
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## Supplemental Information

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### *Strategic Plan Committee Members*

- Community Projects & Volunteering - Caroline Dowe, Jill Everett, Amanda Herzberger (Co-Chair), Monica McFarland, and Sara Munro
  - Governance - Sarah Hackett-Dalgliesh, Sarah Kruger (Co-Chair), Kirsten McNeil
  - Training & Social - Kim Monteaux De Freitas & Erin Evarts
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### *SWOT Analysis*

A SWOT analysis was led by Charity Clark & Sarah Lenos on January 9, 2016 and included a number of important takeaways. You can view the results of the analysis [AT THIS LINK](http://tinyurl.com/hu3u6nq) (<http://tinyurl.com/hu3u6nq>)

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### *Timeline*

January 9, 2016 - SWOT Analysis Workshop

January 22, 2016 - Strategic Plan Task Force Committee Meeting

January 27, 2016 - Community Projects & Volunteering Sub-Committee Meeting

February 4, 2016 - Governance Sub-Committee Meeting

February 5, 2016 - Training & Social Sub-Committee Meeting

February 13, 2016 - Governance Sub-Committee Meeting

February 26, 2016 - Community Projects & Volunteering Sub-Committee Meeting

March 20, 2016 - Governance Sub-Committee Meeting

April 2, 2016 - Strategic Plan Task Force Committee Meeting

May 26, 2016 - Strategic Plan Task Force Committee Meeting

September 19, 2016 - Strategic Plan Task Force Committee Meeting

November 1, 2016 - Strategic Plan Task Force Committee Meeting

December 20, 2016 - Strategic Plan Task Force Committee Meeting

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