



The Board of Directors of the Junior League of Albany has adopted the following Strategic Plan through May of 2020. This plan may be revised from year to year and an updated Strategic Plan shall be adopted following completion of the 2019-2020 League Year. It is the intention of the Board of Directors that it review and work toward each of these goals continuously, and that each League year will include a special focus on one of these objectives as described below.

I. **Improve Member Experience** (special focus 2017-2018 League Year)

All Junior League placements will be **meaningful, reasonable, and successful.**

- **Meaningful** placements develop members' skills and leave members feeling positive about their League participation.
- **Reasonable** placements demand fewer than five hours each week from each member, do not interfere with members' employment or family lives, and are respectful of members' time and effort.
- **Successful** placements meet or exceed goals set by the committee chair(s) each year.
 - a. The League will quantify its success through a number of measures, including but limited to:
 - i. Achieving total active membership of 150 by 2020.
 - ii. Measuring the current conversion rate of Actives to Sustaining Membership and improving this conversion rate by 2020.
 - iii. Surveying members twice each League year to measure their satisfaction with their League experiences.
 - iv. Tracking member engagement through monthly evaluation of member participation in League activities.
 - v. Contacting members who are at risk of disengagement at least twice each League year.
 - vi. Reducing or maintaining membership attrition year-over-year and growing or maintaining the New Member class year-over-year.
 - b. The League will take action to achieve this goal, including but not limited to adopting the following actions:



- i. Presenting meaningful General Membership Meetings that are appropriately-timed (approximately one hour long) and that feature training and education opportunities for all members.
 - ii. Ensuring that all members' placements create meaningful personal development opportunities.
 - iii. Ensuring members feel appreciated through specific and regular recognition of their accomplishments and contributions.
 - iv. Recognizing members based upon their years of service and individual accomplishments each year.
 - v. Empowering the Membership Council Vice President to work closely with the President and President-Elect to create a plan for improving member experiences, including considering the AJLI Membership Transformation paradigm.
 - vi. Surveying members and responding appropriately to member comments about their member experiences.
 - vii. Limiting financial demands on members as appropriate.
- II. **Build a Consistent and Reliable Process for Selecting Long-Term Projects**
(Special Focus 2018-2019 League Year)

The Junior League will select projects with **member input, clear expectations** for League participation, and defined **supporting placements**.

- **Member Input.** Members will be given at least two opportunities to discuss proposed projects at general membership meetings or other special meetings before the board of directors adopts them.
- **Clear Expectations.** Projects will not be adopted unless the board has a clear and documented understanding of how Active members will participate in the project.
- **Supporting Placements.** Following project adoption, placements will be created or adjusted to ensure that Active members are devoting time to the project.



- a. The League will quantify its success through a number of measures, including but limited to:
 - i. Drafting a policy for selecting long-term projects and securing membership approval for the policy.
 - ii. Empowering a committee of Active members tasked with continuously evaluating potential long-term projects.
- b. The League will take action to achieve this goal, including but not limited to adopting the following actions:
 - i. Reviewing and evaluating the AJLI Issue-Based Community Impact model to determine whether and how to implement the model for our League.
 - ii. Determining how members may best participate in long-term projects, including evaluating potential placements, leadership opportunities, fundraising obligations, and any other touch points for members.
 - iii. Evaluating how members expect to participate in community projects and using this expectation to guide our actions.
 - iv. Empowering the Community Council Vice President to work closely with the President and President-Elect to create a plan for consistent member engagement in long-term projects.

III. **Create a Stable Financial Future for the League** (Special Focus 2019-2020 League Year)

The Junior League will plan for its financial future by cultivating additional sources of income and implementing a balanced budget each year that does not invade investment principal.

- a. The League will quantify its success through a number of measures, including but limited to:
 - i. Achieving a balanced budget in which earned income covers League expenses each year, without invading investment principal.



- ii. Achieving growth in Annual Appeal income year-over-year.
- iii. Securing donations from 100% of board members to the League Annual Appeal.
- iv. Achieving growth in the percentage of all League Members who donate to the League Annual Appeal year-over-year.
- v. Implementing and maintaining a donor database and a clear and sustainable policy for gathering and using donor data within this database.
- vi. Adopting a diversified fund development plan.
- b. The League will take action to achieve this goal, including but not limited to adopting the following actions:
 - i. Securing training for the board of directors and interested members concerning budgeting and financial concerns for not-for-profit organizations.
 - ii. Consistently and accurately reporting on all League financial information to the board of directors no less frequently and monthly.
 - iii. Providing accessible, useful education or training to members at least twice each League year concerning not-for-profit financial considerations and the League's financial situation.
 - iv. Empowering the Treasurer and Finance Council Vice President to work closely with the President and President-Elect to evaluate current financial processes and procedures, report on that evaluation to the board of directors, and revise policies and procedures if necessary.
 - v. Empowering the Fund Development and Finance Council Vice Presidents to work closely with the President and President-Elect to create and continuously evaluate and revise a diversified League fund development plan.
 - vi. Creating a method for systematically reviewing the performance of all income-generating activities, including special events and direct appeals, year-over-year and across activities.