

LAKE NOW
STRATEGIC PLAN
2013-2018



LAKE COUNTY, FL



Adopted by Lake NOW _____ 2013

LAKE NOW



STRATEGIC PLAN

5-Year Plan – September 2013 - December 2018

MISSION STATEMENT

Lake NOW will advocate and advance the equal status of women and girls in all aspects of their lives through educational, legislative and political work.

VISION STATEMENT

Lake NOW is an energetic, respected and effective force in Lake County for advancing women's issues legally, socially and educationally.

LAKE NOW



STRATEGIC PLAN

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INTRODUCTION



In order to establish a "business plan" for Lake NOW, the 2013 Board convened to develop a Roadmap - a short and long term Strategic Plan - for Lake NOW. This Roadmap was to set forth the goals of Lake NOW through the next five (5) years. The members of this Board included Sherrie Aly, Carol Flaumenhaft-King, Sandee Paradise, Barbara Hill, Karen Salvat and Nancy Hurlbert as the facilitator.

The Board began by examining the Mission and Vision Statements, followed by an analysis of what our strengths, weaknesses, opportunities and threats (SWOTs) were. These SWOTs were then considered as we developed our action steps in accomplishing each stated Goal.

It is our fervent belief that Lake NOW needs to take bold steps to reshape the political environment of Lake County so that the plight of women turns into positive forward motion and we will not have to continue to fight "old battles".

The citizens - and specifically, the women - of Lake County require this and are entitled to nothing less.

The belief of this Board is that our plan, when implemented, will reinitiate and perpetuate the advancement of the ideals for which NOW symbolizes and to bring to the residents of Lake County a sense of commitment by the individuals of Lake NOW that their voice will be heard and their awareness elevated.

To be effective, this Plan needs to be reviewed, updated and reported to the Membership, quarterly.

Respectfully Submitted,

Strengths, Weaknesses, Opportunities & Threats

Strengths

Solid National organization
Strong Board
Good history of meetings and events
Small cadre of dedicated members who attend



Members with wide and varied experience and talents
Prior board members still available for counsel
Local college can be resource
Strong Democratic Club support
Have a State & National organization for support

Weaknesses

Poor planning historically
Poor diversity in membership
No measures of effectiveness
Lack of avenues for involvement/Community activism
Declining membership renewals
Not much operating money
Few young members
Progressive group in conservative county
Relatively unknown group in Lake County/Visibility issues
No strong focus or goals yet
Small number of ACTIVE members
Leadership development

Opportunities

Timing - political environment screams for action and involvement NOW
Great Board - lots of strengths to help us improve, grow, etc.
Membership is talented
Broaden base/demographics
Coalesce with other like-minded groups/Coalition building/Be less partisan
Leadership development
Fundraising!
Committees to allow engagement, excitement, recognition for individual efforts
More "publicity", both pre/post events
Relatively clean slate to set direction and character of group
Conduct Board Meetings in a more public, yet private, locale

Threats

Difficult economic times
No funds and no current source for raising funds effectively
Poor membership involvement
Turmoil at National re: dues confusion
Dynamics/conservative locale
Not a post-feminist world
Waning influence of NOW
Growing conservatism of U.S.

Strategic Plan & Implementation

Membership Growth

Membership Director

Short Term

Goal 1: Increase membership by 10% by December 31, 2014

- a. Branding and visibility is vital to membership growth, therefore, Membership Committee and **Publicity/Visibility** Committee must work together throughout the year.
- b. Develop and distribute a tri-fold Membership Brochure

Goal 2: At least 30% of the New Members will be either under 40 years f age, non-white, male, or LGBTQ

- a. Coordinate and involve college students (LSSC)
- b. Reach out to NAACP, Black Caucus, Hispanic Caucus, etc.
- c. Reach out to appropriate churches (AME, Spanish-speaking, etc.)

Goal 3: Develop liaisons/partnerships with ten (10) local, like-minded organizations by December 31, 2014 from which to draw new members.

- a. For example, political organizations, League of Women Voters, NAACP, LSSC students, etc.
- b. Develop a list of possible *events* throughout the county where membership recruitment can be carried out. As many events occur on a weekly, monthly (First Friday, Chamber "After Hours", etc.), or yearly (GeorgeFest, Lake County Fair, etc.) cycles, once this list is established, it should only require random updating.

Long Term

Goal 1: Increase membership by 10% per year by December 31, 2018

- a. Broken down by year, this is only approximately 10 new members/year, plus retaining the members from past years.

Goal 2: Diversify membership to at least 15% of membership (at least 23 minority members) by December 31, 2018

- a. Broken down by year, this is less than 5 new minority members/year, plus retaining the minority members from past years.

Goal 3: Develop liaisons/partnerships with twenty (20) local, like-minded organizations by December 31, 2018 from which to draw new members.

Participation



Short Term

Goal 1: On a quarterly basis, have 30% of membership participating in at least one of our regularly scheduled meetings (monthly membership meeting, Book Club or Socials), starting January, 2014.

Goal 2: By December 31, 2014, develop six (6) special programs/events for members to participate in, outside of our regularly scheduled monthly membership meeting, Book Club or Social.

For example, Vagina Monologues (Women's History Month in March), FL NOW State Convention (May 2014), Mount Dora's Pink Tea (August), Women's Equality Day (August 26th), National Business Women's Week (3rd week of October), and general Protests/Rallies (of local School Board, WalMart, etc.)

Goal 3: By June 30, 2014, establish and activate defined Committees with Chairs for each, and a reporting structure for each Committee.

- a. Lake NOW's **Bylaws and Operating Procedures** outline our Standing/Special Committees. The Board shall reach out to the membership and encourage every member to participate on at least one committee, ideally, in a leadership (Chair) role.
- b. Committee Chairs will be encouraged to attend the Board Meetings, as well as, report to the membership either at the monthly meetings or via our Newsletter/web site.

Long Term

Goal 1: On a quarterly basis, have 30% of membership participating in at least one of our regularly scheduled meetings (monthly membership meeting, Book Club or Socials), through December 31, 2018

Goal 2: Establish two (2) recurring annual events by March 31, 2015
TBD after 2014's special events/programs are completed

Professional Development of Members

Both Short & Long Term

Goal 1: By December 31, 2014, develop and continue, a Mentor Program of future organization leaders.

- a. Lake NOW's **Bylaws and Operating Procedures** outline our Standing/Special Committees, as well as the elected officer positions. The Mentor Program will identify individual members for potential leadership roles.
- b. It is the intent that the mentors will council members in their respective positions.
- c. The Mentor Program will be a sub-set of the Membership Committee.

Goal 2: At the November membership meeting each year, distribute the Committee list to each member and encourage each member to "join" at least one Committee for the upcoming year.

- a. Lake NOW's **Bylaws and Operating Procedures** outline our Standing/Special Committees. The Board shall reach out to the membership and encourage every



member to participate on at least one committee, ideally, in a leadership (Chair) role.

- b. Ultimately, it is the President's responsibility to appoint Committee Chairs and suggest individuals to serve on specific Committees, with Board approval.

Goal 3: Present an annual "State of the Organization" as the January program, outlining accomplishments of prior year and plans for new year.

Financial Stability Treasurer & Fundraising Committee is Responsible

Short Term

Goal 1: Set aside \$250/year towards a Reserve Fund, starting December, 2013.

Goal 2: Develop a Fundraising Plan by December 31, 2013 for FY 2014.

- a. Establish a Fundraising Committee. Consider...
 - 1. Solicit Member ideas
 - 2. Send out a "Sisterhood Fund" solicitation letter
 - 3. Designate "Change Jar" proceeds to a specific expense
 - 4. Conduct a Membership Raffle (sell raffle tickets for \$1 each; when proceeds reach \$50, draw a ticket for a free NOW membership. Continue selling and drawing)
 - 5. Conduct a 50/50 at each meeting
- b. Research possible government grants available for special events/programs
- c. Partner with a 501(c)3 organization for educational events (NAWBO, BPW Foundation, etc.)
- d. Research selling Ad space (newsletter, web site, special event printed program, etc.)

Goal 3: Establish a "Sisterhood" membership fund by March 31, 2014, for use as membership scholarships and/or membership recruitment

Long Term

Goal 1: Establish a \$1,000 prudent Reserve/Emergency Fund by December 31, 2016.

Goal 2: Maintain the "Sisterhood Fund" through December 31, 2018.

Community Education/Awareness of Women's Issues

Short & Long Term

Goal 1: Identify/Promote FL NOW State Convention (May 2014) Workshops

Goal 2: Facilitate educational programs/events for the community (career development, social support, women in crisis, etc.) by June 30, 2015

- a. Assemble volunteers to speak to local groups
- b. Letter writing group (LTEs)



- c. Phone call group for issues

Goal 3: Host an annual recognition event for Women's History Month (March)

Goal 4: Host an annual recognition event for Women's Equality Day (August)

Goal 5: Establish liaisons with women's organizations for Election Panels/Forums, Movie Night/Marathon, etc.

- a. Expand participation in Feminist book club
- b. Distribute feminist literature
- c. Attend feminist art events
- d. Staff table with feminist information in public places
- e. Work to promote local businesses owned by women

Goal 6: Distribute, via our Political Action Committee, a Legislation Update and/or document during our FL Legislative Session

- a. Attend Lobby Days during Session
- b. Hold "Meet and Greet" with local officials
- c. Utilize Newsletter with info about elected officials' performance
- d. Inform Lake NOW members as to the current state of all elections and candidates and how these elections impact women.
- e. Establish and disseminate a listing of current offices and office holders.
- f. Research talking points pertinent to campaigns during each election cycle.
- g. Take the lead to encourage individuals to run for office.
- h. Maintain a list of local boards that have vacancies and encourage members to seek appointment.

Visibility **Publicity** Committee is Visibility Coordinator
Both Short & Long Term

External

Goal 1: Maintain "branding" of Lake NOW

- a. Develop a tri-fold Membership Brochure to be placed in public places (libraries, DEC HQ, etc.)
- b. Ensure Lake NOW "signage" (NOW rounds, etc.) is displayed whenever possible.
- c. Wear NOW shirts, buttons, name tag, etc. whenever possible.
- d. Provide free Lake NOW membership(s) as a Silent Auction item to another organization.
- e. Co-Sponsor Women's History Month at LSSC

Goal 2: Place paid advertising of special NOW events

- a. Include \$200 annually in Budget for paid advertising
- b. Contact women-owned businesses for financial support (Committee to determine "levels" of recognition for specific events/programs)

Goal 3: Ensure a press release is sent, at least monthly, for regular and special events.



- a. Appoint a member of Lake NOW as communication liaison, whose duties will be to coordinate all information disseminated to the local press.
- b. Appoint a member to write monthly press releases (PRs) for upcoming monthly programs and distribute PRs to the press.
- c. Develop a "writer's group" who will establish a list of local print media and produce articles concurrent with topics of interest to women as well as others throughout the county and any political divisions that may incorporate any parts of Lake County.

Internal

Goal 1: Communicate with each member at least twice a month

- a. Send out an e-mail "reminder" Friday prior to meeting
- b. Employ robo calls on a monthly basis

Goal 2: Provide "branded" merchandise (t-shirts, bumper stickers, coffee mugs, wine glasses, etc.) for members to purchase and/or sell at Vendor Table opportunities.

- a. Locate local vendor(s) for members to purchase branded merchandise.
- b. Provide merchandise "samples", distribute a sign-up sheet for individual items and collect monies prior to purchase (Lake NOW will "mark-up" items to help offset cost of programming).
- c. Lake NOW "signage" (NOW rounds, etc.) shall be displayed whenever possible.
- d. Wear NOW shirts, buttons, name tag, etc. whenever possible.
- e. Offer Lake NOW "business cards" to members at a nominal cost.
- f. Maintain a calendar of events on the web site