



Strategic Plan Report

2017—2022

League of Women Voters of Wake County

North Carolina



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We also thank the 127 members, over half of our membership, who responded to the survey. Their feedback was invaluable in assessing the organization and establishing future priorities.

Executive Summary

In mid-2016, the LWV-Wake Leadership Team acknowledged the need to develop a plan for moving forward after the 2016 elections. Membership appeared to have plateaued, educating voters during election seasons diverted attention from other issues, and the organization needed the ability to react quickly to changing circumstances while also having a proactive agenda for achieving progress on key policy issues. Furthermore, the League needed to find new ways to engage existing members and attract new ones. Finding meaningful opportunities to keep members active was a priority. To these ends, the Leadership Team agreed to commit to a strategic planning process in early 2017 after its work on the 2016 elections was complete.

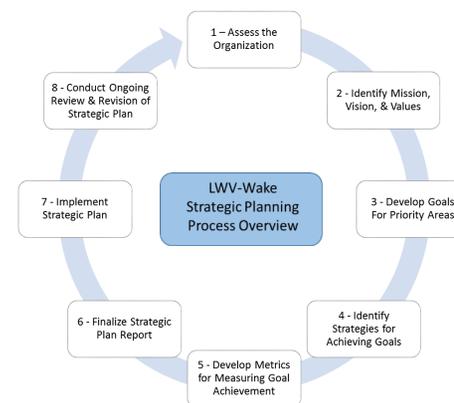
The results of the 2016 presidential election, however, significantly altered the political climate. The result was an increase in grassroots activism across the nation and an unexpected increase in membership in the League of Women Voters. LWV-Wake added over 125 new members in the 2016-17 year. The need for a comprehensive strategic plan became imperative to both capitalize on the influx of new members and better manage a larger chapter.

In summary, the Strategic Planning Team established seven areas as priorities for the future of LWV-Wake. These were organizational effectiveness, voter services, policy advocacy, programs/education, membership recruitment and retention, communications, and development/fiscal health. Within each of these priorities are goals, strategies, and metrics. It is the intention of the Strategic Planning Team that the current and future members of the League may use these major priorities and goals as a guide as they identify and execute their annual goals each year. (See pages 7-22 for more details.)

Overview of Strategic Planning Process

In January 2017, a Strategic Planning Team of 17 LWV-Wake members was established, including two members who would serve as process facilitators. The team intentionally included both newer and long-time members. The co-facilitators were experienced both professionally and personally with strategic planning processes and implementation. (See bios in the

appendix.) Over the course of four months, the team held three intensive face-to-face interactive sessions and worked with each other via email. The following represents the strategic planning process for this project:



Assessing the Organization—Key Findings & Implications

Before embarking on a process for re-envisioning the future of LWV-Wake, we needed to understand its past and assess its present status. The Strategic Planning Team members were divided into small research groups to address the following questions about the organization:

- What is LWV-Wake’s history?
- What is LWV-Wake’s financial status?
- Who are LWV-Wake’s members?
- What does LWV-Wake do to further the mission?
- How is LWV-Wake managed?

The results of each report were insightful and had implications for how LWV-Wake should move forward strategically. The reports addressing each question are included in the appendix. The following are key findings and implications of this phase of the process:

Executive Summary (continued)

Top Five Strengths

The following are the top five strengths of the organization:

1. The League is a respected organization with a long history.
2. The League is a trusted source for accurate information and thorough analysis of issues.
3. The League is an inclusive organization open to anyone who chooses to join and become involved.
4. The League provides important services to voters through voter registration and unbiased information about candidates and issues.
5. The League's nonpartisan approach to issues is valued.

Top Five Weaknesses

The following are the top five weaknesses of the organization:

1. Many in the public perceive the League as partisan, liberal, and urban.
2. LWV-Wake's membership lacks diversity across several factors, e.g. age, ethnicity, gender, income, etc.
3. Financial constraints may limit what LWV-Wake can do.
4. LWV-Wake is too dependent on too few volunteers.
5. LWV-Wake use of technology needs improvement in terms of upgrades and volunteer expertise.

The five-year strategic plan that emerged from this project includes ways to address the organization's weaknesses while capitalizing on its strengths.

Survey—Key Findings

An online survey of both members and nonmembers was conducted in February 2017. Survey results provided insight into member demographics and perceptions of the League. The following are key findings:

- Not surprisingly, 93% of the members are female and only 7% are male. The survey revealed that 13% of members and 40% of nonmembers are not aware that the League welcomes men as members.

- League membership tends to be older with 44% of members over the age of 65, 23% between the ages of 55 to 65, 16% between the ages of 45 to 54, and only 17% under the age of 45.
- The membership is highly educated. 99% of LWV-Wake members have a college degree with 60% of members possessing a graduate degree.
- The organization lacks racial and ethnic diversity with 92% of members identifying as white.
- Members believe that the top two issues for the League should be redistricting reform and voting rights.
- Members have a favorable view of the League's nonpartisan approach to issues.
- The League's endorsement of a bill would positively influence individual members' support for a given piece of legislation.
- Members are interested in attending a wide variety of League events particularly lectures by experts and candidate forums.
- Members' greatest availability to attend events is midday weekdays, but they are also available evenings and weekends.
- Members prefer to learn about activities primarily via email but also through the newsletter and website.
- The top five reasons members joined the League were they (1) wanted to learn more about state and local politics, (2) believed in the mission, (3) wanted to become more politically active, (4) support a nonpartisan approach, and (5) wanted meaningful volunteer opportunities.
- A large percentage of the members are interested in volunteering for the League with 52% very interested and 36% somewhat interested in volunteering.

Identifying the Mission, Vision, & Values

A mission statement describes an organization's purpose. It answers the question: "What do we do?" The LWV-US has a clearly articulated mission. Rather than develop an independent mission statement, LWV-Wake adopted the national League's statement which is as follows:

Executive Summary (continued)

The League of Women Voters, a nonpartisan political organization, encourages informed and active participation in government, works to increase understanding of major public policy issues, and influences public policy through education and advocacy.

A vision statement is forward looking and aspirational. It answers the question: “What do we want to become?” LWV-Wake’s vision statement is as follows:

The League of Women Voters of Wake County has active units in all the municipalities of Wake County. It is a genuinely diverse group of nonpartisan citizens who, through strong advocacy and voter service education, increase voter turnout throughout Wake County to the highest in North Carolina, specifically in local elections. The League will partner with like-minded organizations to foster a vigorous culture promoting and protecting voting rights. The League will employ innovative communication tools to reach our membership and all Wake County citizens to encourage a more informed and participating electorate.

An organization’s values are its principles and beliefs. Values define the character of the organization. LWV-Wake identified the following values as defining the organization:

- Nonpartisanship
- Integrity
- Inclusivity
- Thorough Analysis
- Volunteerism
- Civic Engagement
- Empowerment through Education
- Action
- Equality

Finalizing the Five-Year Strategic Plan

The Strategic Planning Team agreed on 25 goals organized within seven priority areas. These 25 goals constitute the core of the five-year strategic plan. Each goal has corresponding strategies and metrics for measuring achievement. The team opted not to narrow the number of strategies included in the plan but rather to retain them as suggestions or ideas to guide and assist the responsible committee or individual addressing a goal.

The membership and leadership of an all-volunteer organization such as the League is ever changing. This report errs on the side of retaining ideas and information that may be helpful to future League leaders. Thus, the report and accompanying appendix is longer than a standard strategic planning report. As LWV-Wake leadership works to implement the plan over the next five years, they are encouraged to review the suggested strategies and metrics, develop new strategies for achieving a goal, and draw insight from the data contained in the appendix.

The final plan is ambitious and encourages the organization to stretch beyond its past practices. At the same time, members of the Strategic Planning Team believe that it is realistic. A follow-up poll surveying Strategic Planning Team members at the completion of the process revealed that the team believed LWV-Wake can achieve or make significant progress toward 80% or more of the five-year goals.

Summary of Five-Year Goals

Priority Area 1: Organizational Effectiveness	
1.1	Improve leadership's coordination of LWV-Wake activities.
1.2	Increase the number of members volunteering on behalf of LWV-Wake by 30%.
1.3	Increase leadership opportunities within LWV-Wake.
1.4	Improve LWV-Wake's use of technology.
Priority Area 2: Voter Services	
2.1	Increase voter participation in county, municipal, and mid-term elections.
2.2	Increase the number of registered voters in Wake County.
2.3	Improve voters' access to information about county and municipal issues and candidates.
2.4	Promote election integrity.
Priority Area 3: Policy Advocacy	
3.1	Strengthen LWV-Wake's policy committees.
3.2	Improve LWV-Wake members' advocacy efforts in the NC General Assembly.
3.3	Encourage transparency and accountability in local and state government.
Priority Area 4: Programs/Education	
4.1	Improve the quality and variety of LWV-Wake education programs.
4.2	Increase attendance at each type of event by 15% per year.
4.3	Improve members' knowledge of League policies, procedures, and positions.
4.4	Improve public understanding of local and state government.

Priority Area 5: Membership Recruitment & Retention	
5.1	Increase membership to 400 members in the next five years.
5.2	Retain 90% of members each year.
5.3	Engage 50% of new members in LWV-Wake activities.
5.4	Cultivate greater diversity in membership.
Priority Area 6: Communications	
6.1	Develop a comprehensive communications plan.
6.2	Improve internal communications between leadership and members.
6.3	Improve external communications with the public.
Priority Area 7: Development/Fiscal Health	
7.1	Increase income from membership dues.
7.2	Increase income from fundraising activities 15% per year per capita (based on membership levels).
7.3	Ensure and improve the fiscal integrity of LWV-Wake.

Five-Year Strategic Plan (2017-2022)

The following pages represent LWV-Wake's five-year strategic plan. The plan begins with LWV-Wake's mission, vision, and values followed by seven priority areas organized into tables. Each priority area includes goals, suggested strategies, and suggested metrics.

Priority Area

A broad area of activity that supports the mission

Example: *Voter Services*

Goal

A primary outcome within a priority area

Example: *Retain 90% of members each year*

Strategy

A suggested approach to achieve a goal

Example: *Train members in advocacy skills*

Metric

A method of measuring activities and achievement

Example: *Number of people attending events*

The goals are the core of the strategic plan. The strategies and metrics included here are ideas and/or suggestions. The strategies and metrics selected are ultimately determined by the individual and/or committees responsible for working toward a particular goal.

Our Mission

The League of Women Voters, a nonpartisan political organization, encourages informed and active participation in government, works to increase understanding of major public policy issues, and influences public policy through education and advocacy.

Our Vision

The League of Women Voters of Wake County has active units in all the municipalities of Wake County. It is a genuinely diverse group of nonpartisan citizens who, through strong advocacy and voter service education, increase voter turnout throughout Wake County to the highest in North Carolina, specifically in local elections. The League will partner with like-minded organizations to foster a vigorous culture promoting and protecting voting rights. The League will employ innovative communication tools to reach our membership and all Wake County citizens to encourage a more informed and participating electorate.

Our Values

Nonpartisanship We believe a nonpartisan approach to reach consensus on public policy issues promotes objectivity and enhances the League's credibility as an organization.

Integrity We believe that integrity is central to the League's mission and vision. It allows us to operate effectively and maintain a high level of trust among members, community, and elected officials.

Inclusivity We believe that the League welcomes all who are interested in joining and becoming involved.

Thorough Analysis We believe that the thorough analysis of public policy issues allows the League to present its positions to the community in a balanced and transparent manner.

Volunteerism We believe the League is an organization where members have an equal opportunity to contribute and further its mission through a variety of volunteer activities.

Civic Engagement We believe that civic engagement and participation in the democratic process are serious responsibilities and necessary to effect positive change at all levels of government.

Empowerment through Education We believe citizen empowerment and confident engagement in the political process results from a thorough knowledge of relevant public policy issues.

Action We believe that the League takes an action-oriented approach to promote civic engagement.

Equality We believe that equality and respect for all people is a core value not only of our organization but of our democracy.

Priority Area 1: Organizational Effectiveness

	Goals	Strategies	Metrics
1.1	Improve leadership's coordination of LWV-Wake activities.	<ul style="list-style-type: none"> • Create a clearer Leadership Team and committee structure. • Streamline decision-making and reporting expectations between the Leadership Team and the committees. • Create clear roles and responsibilities for leaders. • Establish a smooth transition of leadership and responsibilities. 	<ul style="list-style-type: none"> • Leadership Team self-assessment survey • Member survey • Number of newer members on LT including number of newer members with no prior experience of League • Measure contributions of Wake members to state and national League
1.2	Increase the number of members volunteering on behalf of LWV-Wake by 30%.	<ul style="list-style-type: none"> • Identify member skills and help develop them. Create a more detailed "Skills" section of the member interest form, and catalog those skills. • Use database to match interests with tasks. • Define the difference between a volunteer versus a participant. • Acknowledge volunteer contributions, e.g. newsletter, gift, verbal appreciation, offer to do a job reference, letter of appreciation, annual meeting, etc. • List volunteer opportunities on the website. • Develop activities in members' areas of interest and encourage them to volunteer. • Send lists to all members of volunteer tasks needed. • Ask people—in person – to do a task. • Pair mentor members with new members to help them learn roles. Train long-time/experienced members to delegate tasks. 	<ul style="list-style-type: none"> • Number of volunteers contributing to each event compared to previous year • Total number of members engaged in volunteering for the League compared to previous year • Measure whether all those who indicated wish to volunteer have done so in a year • Member survey • Leaders report number of time they delegated

Priority Area 1: Organizational Effectiveness (continued)

	Goals	Strategies	Metrics
1.3	Increase leadership opportunities within LWV-Wake.	<ul style="list-style-type: none"> • Develop and communicate paths to leadership. • Identify members (new and old) who want more responsibility within the organization. • Encourage existing leadership to trust and delegate to new(er) members. • Develop leadership training for members to help them learn how leadership works in the League, e.g. roles, teams, etc. • Establish a mentoring process for people who want a leadership role, e.g. individual mentoring, group training, mentoring leaders. • Appoint co-chairs to all committees to develop leaders and facilitate succession. Pair experienced members with “trainee” co-chairs to mentor replacements. • Develop “understudies” for Leadership Team positions, rotating every two or three months, for members to gain insight and perspective of positions they might want to assume/run for. • Conduct open leadership team meetings, and encourage members to attend to see who does what. • Offer leadership trainings open to all members as a service/program . 	<ul style="list-style-type: none"> • Number of newer members serving in a leadership role on a project, committee, or on Leadership Team • Number of members participating in a League leadership program • Member survey to solicit feedback on access to leadership opportunities • Number of active and productive members of the Leadership Team
1.4	Improve LWV-Wake’s use of technology.	<ul style="list-style-type: none"> • Explore options for better managing emails to the membership, e.g. Mail Chimp, Constant Contact. • Ensure that website technology is up to date. • Explore services for processing membership dues, donations, ticket sales, etc. • Explore online services for organizing volunteers, e.g. Sign-MeUpGenius.com. • Improve management of databases. • Offer members training on the use of social media. 	<ul style="list-style-type: none"> • Comparison of technology use to previous years • Leadership Team self-assessment survey • Number of members engaged with LWV-Wake social media • Member survey

Priority Area 2: Voter Services

	Goals	Strategies	Metrics
2.1	Increase voter participation in county, municipal, and mid-term elections.	<ul style="list-style-type: none"> • Raise awareness of the importance of local elections. • Target GOTV efforts in mid-term and municipal elections. • Target GOTV efforts to younger voters. 	<ul style="list-style-type: none"> • Track GOTV efforts and activities. • Audit BoE statistics for report to members
2.2	Increase the number of registered voters in Wake County.	<ul style="list-style-type: none"> • Target voter registration efforts in low turnout areas. • Register voters who are soon eligible for voting, e.g. high school students, new citizens. • Advocate for online voter registration. • Collaborate with groups doing this work for training and organization. 	<ul style="list-style-type: none"> • Number of voters registered by LWV-Wake • Track voter registration efforts and activities
2.3	Improve voters' access to information about county and municipal issues and candidates.	<ul style="list-style-type: none"> • Establish an active committee that puts together a voter guide. • Publish a nonpartisan voting guide for all municipalities in Wake County focusing on issues rather than partisan platforms. • Inform voters of candidates' positions and incumbents' voting history on bills and local issues that LWV supports using innovative media. • Host candidate forums that include municipal candidates. • Introduce new models of introducing candidates to the community, e.g. "candidating", lunches, etc. • Take forums/presentations to existing municipal gatherings to increase impact. • Increase public attendance at candidate forums and consider other ways for the public to view it, e.g. Facebook live and collaboration with local media outlets. 	<ul style="list-style-type: none"> • Number of people attending candidate forums • Number of people clicking on an online voting guide on the LWV-Wake website
2.4	Promote election integrity.	<ul style="list-style-type: none"> • Provide poll watchers. • Forge a closer relationship with Wake Co. Board of Elections. • Reduce confusion about voting procedures. 	<ul style="list-style-type: none"> • Number of LWV-Wake members serving as poll watchers • Track meetings and communications with Wake BOE • Observer corps

Priority Area 3: Policy Advocacy

	Goals	Strategies	Metrics
3.1	Strengthen LWV-Wake's policy committees.	<ul style="list-style-type: none"> • Increase number of active policy committees meeting regularly. • Provide committees with a plan for thoughtful evaluation and selection of advocacy plans for each priority policy area, e.g. (1) research, (2) observers, (3) advocates. • Encourage committees to focus on county and municipal issues. • Develop an action committee to coordinate policy advocacy and engage members beyond committee. • Work more closely with sister organizations. • Contribute to talent to sister organizations. • Designate liaisons to report on the activities of others and to combine efforts. • Work with other organizations to magnify the impact of policy committees. 	<ul style="list-style-type: none"> • Number of active committees • Number of members actively working on each committee • Written action plans from each committee • Member survey
3.2	Improve LWV-Wake members' advocacy efforts in the NC General Assembly.	<ul style="list-style-type: none"> • Develop a relationship with LWV-NC to advocate in the NC General Assembly. • Establish a lobby corps and lobbying structure to advocate for LWV issues. • Review LWVUS/NC/Wake position to determine what can lead to action in this political climate. • Adopt orphan legislators for LWV-NC. • Train members in advocacy skills. 	<ul style="list-style-type: none"> • Number of members engaged in advocacy on LWV issues • Number of days LWV members visited the NCGA to engage in advocacy • Number of legislators LWV-Wake members met with • Number of members trained in advocacy skills • Number of members volunteering to engage in advocacy • Number of issues in which actively engaged in advocacy

Priority Area 3: Policy Advocacy (continued)

	Goals	Strategies	Metrics
3.3	Encourage transparency and accountability in local and state government.	<ul style="list-style-type: none"> • Establish a LWV-Wake observer corps to observe public government meetings. • Use an observer corps to motivate and direct policy committees. 	<ul style="list-style-type: none"> • Number of members participating in an observer corps • Number of meetings observed

Priority Area 4: Programs/Education

	Goals	Strategies	Metrics
4.1	Improve the quality and variety of LWV-Wake education programs.	<ul style="list-style-type: none"> • Develop podcasts, TED-type talks, Facebook live, etc. • Develop an educational programming component for issues that policy committees are actively working on. • Annually evaluate LWV’s slate of education offerings for attendance, interest, and relevance. • Consider thematic education, i.e. tie book club, Timely Topics, and training together, e.g. NC politics. • Include an action segment for members at the end of each program/event. • Offer a big event every other year featuring a national speaker. • Assess the relevance of Timely Topics subjects. 	<ul style="list-style-type: none"> • Event follow-up surveys • Number of people attending events • Member survey
4.2	Increase attendance at each type of event by 15% per year.	<ul style="list-style-type: none"> • Track attendance at all League events. • Better promote events to the general public, not just members. • Offer more variety in program scheduling. • Develop programs that appeal to a younger demographic. 	<ul style="list-style-type: none"> • Number of people attending events • Conversion of non-member attendees to members
4.3	Improve members’ knowledge of League policies, procedures, and positions.	<ul style="list-style-type: none"> • Provide training about nonpartisanship when visible as a LWV member, e.g. protestors, officers, advocates. • Offer quarterly training program apart from a new member orientation. • Educate members on LWV policy positions. 	<ul style="list-style-type: none"> • Pre-test and post-test of members’ knowledge • Members survey • Number of people attending a webinar or 101 session

Priority Area 4: Programs/Education (continued)

	Goals	Strategies	Metrics
4.4	Improve public understanding of local and state government.	<ul style="list-style-type: none"> • Offer a Civics 101 program in the summer. • Develop educational programs on a specific aspect of government. • Participate in hotline that provide information to the public, e.g. ABC11 Hotlines. • Design an education campaign to teach the public about redistricting. • Provide tours of NCGA. • Offer tours of relevant civic sites. 	<ul style="list-style-type: none"> • Track efforts and activities toward this goal • Number of people participating in tours of NCGA • Number of people attending tours, 101 sessions, etc.

Priority Area 5: Membership Recruitment and Retention

	Goals	Strategies	Metrics
5.1	Increase membership to 400 members in the next five years.	<ul style="list-style-type: none"> • Provide membership forms at every event. Cultivate nonmembers who attend events. • Use events to articulate the benefits of membership to existing as well as potential members. • Recruit members in younger demographic age brackets. • Designate a younger articulate spokesperson to attract younger members. • Recruitment tools (events) in place and on League calendar. • Develop a policy for the number of times a nonmember may attend events without joining. • Visit universities and colleges with a speakers bureau. • Recruit 100 people who receive the LWV-NC newsletter. 	<ul style="list-style-type: none"> • Total number of members compared to previous year • Number of new members compared to previous year
5.2	Retain 90% of members each year.	<ul style="list-style-type: none"> • Communicate to membership and potential members the organization's accomplishments and value, i.e. annual report sent to all members. • Learn about League members to create bonds, improve working relationships, and improve their League experience. • Offer informal events and activities for interaction. 	<ul style="list-style-type: none"> • Number of members renewing each year
5.3	Engage 50% of new members in LWV-Wake activities.	<ul style="list-style-type: none"> • Use information gathered about members to better engage them in League activities. • Encourage members to take an active role in program committees or League management. • Encourage new members to attend state and national conventions. • Develop new committees and programs to meet members' interests using information gathered about members. • Offer members unable to attend committee meetings opportunities to remain involved. • Increase participation through communication, e.g. call and text nonparticipating members. 	<ul style="list-style-type: none"> • Number of members attending events • Number of members volunteering • Number of members active on a committee • Number of members attending LWV-NC convention or council • Number of members active and on each committee • Number of members attending committee meetings (in person or virtually)

Priority Area 5: Membership Recruitment and Retention (continued)

	Goals	Strategies	Metrics
5.4	Cultivate greater diversity in membership.	<ul style="list-style-type: none">• Target organizations with diverse membership for recruitment and and/or partnership with area organizations.	<ul style="list-style-type: none">• Member demographic survey

Priority Area 6: Communications

	Goals	Strategies	Metrics
6.1	Develop a comprehensive communications plan.	<ul style="list-style-type: none"> • Build a fully functioning communications committee, i.e. one voice from many people. • Define goals of newsletter, website, Facebook page, twitter, email, etc. • Identify internal and external audiences. • Develop multimodal strategies, e.g. aural, visual, and numerical messages. • Develop a communications plan for the 100th anniversary. • Communicate LWV-Wake's long history to new members and the public to increase credibility. • Transition league image to youthful energetic organization with wise elders. 	<ul style="list-style-type: none"> • A communications plan approved by the Leadership Team • Number of people contributing to communications efforts • Number of people active on a communications committee • Member survey
6.2	Improve internal communications between leadership and members.	<ul style="list-style-type: none"> • Share notes or minutes from Leadership Team meetings with members. • Use personal direct communication, e.g. remind them of meetings. • Disseminate information about all events, opportunities, etc. to all members. • Include a membership portal on the website, e.g. directory of members, other nonpublic information. 	<ul style="list-style-type: none"> • Member survey • Leadership Team self-assessment survey

Priority Area 6: Communications (continued)

	Goals	Strategies	Metrics
6.3	Improve external communications with the public.	<ul style="list-style-type: none"> • Develop a great website as a public resource. • Better promote all events, e.g. website, newsletter, social media, etc. • Share updates with sister organizations, other Leagues, legislators. • Submit a quarterly point of view article for publication in the N&O. • Cultivate media relationships to promote LWV-Wake accomplishments and resources. • Establish a speakers bureau to talk with groups about issues. • Develop a media campaign to promote LWV-Wake. 	<ul style="list-style-type: none"> • Member survey • Facebook “insight” analytics • Website analytics • Earned media coverage • Number of op-eds submitted and published • Number of interviews with media • Number of press releases submitted • Number of announcements of events in media

Priority Area 7: Development/Fiscal Health

	Goals	Strategies	Metrics
7.1	Increase income from membership dues.	<ul style="list-style-type: none"> • Evaluate potential need for annual dues increase. • Amend membership to individual only and eliminate the family membership option. • Develop student/young professional reduced memberships supplemented by additional fundraising activity. • Provide membership scholarships to students. • Increase dues to \$60 individual and \$80 family. Explain the distribution of dues to national, state and local. 	<ul style="list-style-type: none"> • Income from dues compared to previous years
7.2	Increase income from fundraising activities 15% per year per capita (based on membership levels).	<ul style="list-style-type: none"> • Research other League’s fundraisers. • Raise funds through policy or civic engagement workshops. • Add fundraising as an area of interest on the member interest form. • Offer higher tiers of sponsorship for Women’s Equality Day event. • Increase attendance at Women’s Equality Day event. • Offer donation opportunities in the newsletter and website to honor individuals, e.g. "In Memory Of" or "In Honor Of". Suggest bequests. • Offer a smaller scale fall fundraiser. • Ask for donations at all events. • Identify businesses friendly to LWV values as potential donors or sponsors of events. • Offer businesses in-kind opportunities for donations. • Develop a reporting form for in-kind contributions from volunteers. 	<ul style="list-style-type: none"> • Fundraising income compared to previous years • Number of different fundraising opportunities provided • Track in-kind services • In-kind contributions compared to previous year

Priority Area 7: Development/Fiscal Health

	Goals	Strategies	Metrics
7.2	Increase income from fundraising activities 15% per year per capita (based on membership levels). (continued)	<ul style="list-style-type: none"> Track in-kind services and determine monetary value. Track volunteer hours and calculate the monetary value (independent sector.org) Use data on in-kind contributions to help promote fundraising, sponsorships, budget development, etc. 	
7.3	Ensure and improve the fiscal integrity of LWV-Wake.	<ul style="list-style-type: none"> Charge fees for certain events. Charge non-members to attend events to defray rental expenses and encourage joining. Identify and utilize low-cost or free venues for meetings and events. Evaluate the need for office space. Ensure sustained financial health with a line item for emergency action. 	<ul style="list-style-type: none"> Expenses compared to previous year Amount of money in a reserve or emergency action category Track savings in specific categories

Appendix

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[This document does not include the appendices. The material is available upon request to members who need the data for League-related work.]