

JUNIOR LEAGUE OF CHATTANOOGA
POLICIES AND PROCEDURES
REVISED AUGUST 2021

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I. MEMBERSHIP- GENERAL

- A. All members are responsible for making themselves aware of Junior League of Chattanooga (JLC)'s Policies and Procedures
- B. All members are expected to conduct themselves in a manner consistent with the mission, vision, focus, programs, policies and procedures of JLC
- C. All members are expected to comply with the obligations and requirements as identified herein for their respective membership status
- D. No members shall at any time be a member of more than one Junior League
- E. No member, committee, or council may act as the Board in approving any change in policy or procedure for JLC
- F. Lack of knowledge of the Bylaws or Policies or Procedures does not serve as an excuse for any member's failure to comply with the same

II. ACTIVE MEMBERSHIP

- A. Financial Obligations
 - 1. Active members shall pay Dues as designated by the Board for each League year (June 1 through May 31)
- B. Placement
 - 1. Active members shall each complete one placement per League year.
 - 2. A member desiring to change her placement must petition the Nominating and Placement Committee in writing.
 - 3. If a member becomes delinquent in her placement, she shall be counseled by her committee chair. At this time, she shall be informed of her obligations and given certain criteria to meet. If she still fails to meet the criteria, her chair will consult with the Nominating and Placement Chart who will also counsel her. The Nominating and Placement Committee shall prescribe alternate work to be completed by a specific date in order for the active to remain in good standing or resign in good standing.
- C. Membership Credits
 - 1. Commitment
 - a) Each active member must satisfy twenty-four (24) Membership Credits each year.
 - b) It is the responsibility of the member to follow procedures to verify attendance.
 - c) The deadline for completion of membership credits is May 31 (end of League year).
 - (1) Exceptions may only be granted with the approval of the Nominating and Placement Committee
 - 2. Credit opportunities are available throughout the year and may include but are not limited to: attendance at General Membership Meetings (GMMs), Leadership Training Events, and working shifts at Fund Development or Community Engagement events
 - a) When multiple sessions of a GMM or Leadership Training event are offered, attendance at only one session will count as the Membership Credit offered for that event.
 - 3. Shift Participation
 - a) It is the responsibility of the member to follow procedures to sign up for a shift via Volunteer Matters. Once event shift sign up has closed, if a member has signed up for a shift, she is responsible for working that shift.
 - b) The contact person for each shift will be listed on the confirmation email received during shift sign up. Once signup has closed, a member will be unable to drop the shift and thus must be excused by the contact person prior to the missed shift. Unexcused absences will result in a penalty of the deduction of the allotted Membership Credit. The Membership Council may make exceptions in cases of true emergencies where prior arrangements cannot be made.
 - 4. General Membership Meetings (GMMs)
 - a) Active members are encouraged to attend all GMMs
 - (1) Virtual options for attendance may be available at the discretion of the Board

- b) Active members shall receive one Credit for attendance

III. SPECIAL ACTIVE MEMBERSHIP CATEGORIES

A. Leave of Absence

1. *Purpose*: to provide active members with leave for reasons including but not limited to: change in lifestyle, health, career or event that otherwise affects the member's ability to fulfill Placement and Membership Credit obligations.
2. *Length*: One League year or the remainder of the current League year
3. *Eligibility*: Must be an Active Member in good standing, not in arrears in her dues or in the performance of JLC duties (Placement and Membership Credits)
4. *Request Deadline*: Written request must be submitted to the Nominating and Placement VP by March 1 for consideration in the following League year if a full year's leave is being requested
5. *Privileges*: Excused from Placement and Membership Credits only. A Leave of Absence year is counted in the total number of active years required to meet Sustainer status eligibility.
6. *Requirements while on Leave*: Must fulfill all other obligations of membership for Active and Senior Active members, including financial responsibilities and re-engage in JLC activities when the year is complete. All financial responsibilities (dues) are still required.
7. *Limitations*: May be used for one year only
8. *Granted by*: the Nominating and Placement Committee
9. *Exceptions*: An exception to the eligibility rules may be granted with approval of the Nominating and Placement Committee.

B. Sabbatical

1. *Purpose*: to provide active members with a leave for any reason
2. *Length*: One League year or the remainder of the current League year
3. *Eligibility*: Must have completed at least one full active year. The member must be in good standing and not in arrears in her dues or in the performance of JLC duties (Placement and Membership Credits).
4. *Request Deadline*: Written request must be submitted to the Nominating and Placement VP by March 1 for consideration in the following League year if a full year's leave is being requested
5. *Privileges*: Excused from Placement and Membership Credits only. A sabbatical year is not counted in the total number of active years required to meet Sustainer status eligibility.
6. *Requirements While on Leave*: Must fulfill all other obligations of membership for Active and Senior Active members, including financial responsibilities and re-engage with JLC activities when the year is complete. All financial responsibilities (dues) are still required.
7. *Limitations*: May be used for one year only
8. *Granted By*: Nominating and Placement Committee
9. *Exceptions*: An exception to the eligibility rules may be granted with approval of the Nominating and Placement Committee

C. Maternity

1. A member may request Maternity status to obtain a reduction in Membership Credit accrual and/or Placement activities for a League year.
2. Maternity status includes pregnancy, birth, and adoption occurring during the League year in which a request is submitted.
3. There is no limit to Maternity status requests granted to a member during the course of her active membership.
4. Maternity status requirements will typically result in one-half of the Membership Credit and Placement activities determined by the Nominating and Placement Committee.

D. Senior Active

1. A member can choose Senior Active status at the point she is eligible to become a Sustainer but chooses to remain active in JLC.
2. Dues will remain the same as at the Active Member level, but her other membership requirements will be limited.

3. Senior Active status must be requested in writing to the Nominating and Placement Committee by March 1.
4. No one at this status may be in a leadership role except by approval of the Board.
- E. Double Placement
 1. A written request for extra Placement credit must be sent to the Nominating and Placement VP before either Placement has begun.
 2. Upon approval of the Nominating and Placement Committee and the Board, a member may receive credit for fulfilling two Placements in one year.
 - a) This would allow the member to receive a Placement credit in any other active year
 3. Accrual of Membership Credits and satisfaction of financial obligations is still required.

IV. NEW MEMBERS

- A. Eligibility and Proposal of Members
 1. A candidate for membership to JLC must live in Chattanooga or the surrounding area and be no younger than 22 years of age as of May 31 of JLC's fiscal year in which she is admitted as a New Member.
 2. She shall possess an interest in voluntarism and demonstrate ability to meet the New Member requirements which include attendance, financial, and volunteer requirements. Through quality opportunities, education, and experiences, a JLC new member receives training that will help her better herself as a volunteer civic leader and in turn, better her community.
 3. There shall be no deliberation process in the admission system.
- B. Rolling Admissions
 1. New Members may join Junior League of Chattanooga throughout its fiscal year. New Members must fulfill the training opportunities of the New Member Training Course. JLC offers programs that provide formal, informal, and experiential training in six key pillars for developing effective community impact and civic leadership. As part of the New Member program, JLC asks each New Member to participate in the following:
 - a) New Member Orientation Session with an assigned mentor
 - b) One training module for each of the six pillars
 - (1) Modules are to be completed within a 6-18 month period, based on the New Member's schedule, style of learning, and interest
 2. Financial Requirements for New Members
 - a) Total dues for New Members are \$400 (annual dues for subsequent years are \$300).
 - b) For members joining or reinstating, there is a prorated rate based on JLC's June 1st-May 31st fiscal year.
 - (1) June 1st and before September 1st: \$400
 - (2) September 1st and before December 1st: \$325
 - (3) December 1st and before March 1st: \$250
 - (4) March 1st and before June 1st: \$175
 - c) Upon joining JLC, New Members can pay their dues either in full or in two installments. The first payment is made when a New Member joins JLC, and the second is made within 60 days of joining or reinstating membership.
 - (1) Other payment schedules available upon request
 - d) Joining or Reinstating Members that join March 1st-May 31st will be required to pay dues (\$300) for the upcoming year by the June 1st deadline.
 3. Attendance Requirements for New Members
 - a) A New Member must attend New Member Orientation, conducted by the New Member committee, on the privileges and responsibilities of JLC membership
 - b) Attend monthly General Membership Meetings (GMMs)
 - (1) Two absences allowed
 - (2) In-person and virtual options will be available.
- C. Transfer to a non-League Area
 1. New Members who move from JLC's area to a non-JCL location after completing their Orientation but before finishing all New Member training modules may, upon written request

to VP Membership, perform such volunteer placement in their new community as is acceptable to the council and, upon satisfactory completion of such volunteer service, may be voted into Active Membership in JLC then assume Non-Resident Active status or Inter-League status or may transfer to another League.

D. Consideration for Active Membership

1. Candidates who have fulfilled New Member requirements shall be presented for Active Membership to the Board upon recommendation from the New Member's Mentor.
2. The Board has the final authority over the admission of candidates to Active Membership based on each candidate's compliance with the New Member requirements.
 - a) Those members failing to meet the New Member requirements shall be removed from membership with a two-thirds vote of the Board present in person or by proxy and voting.
3. New Members will be voted into Active status at a GMM which may include the Annual meeting following the completion of New Member requirements.

V. SUSTAINING MEMBERSHIP

A. Eligibility

1. An Active member is eligible to become a Sustaining member if (1) she is forty years old or older and has served at least three years as an Active member; or (2) she has served a minimum of seven years of Active service.
2. Time spent in Active service and in good standing with other Leagues prior to transfer to JCL shall be included in determining whether an Active member has served the minimum number of years to become a Sustaining member.
3. Time spent in leaves of absence or maternity leave as provided under the special active membership categories in the Policies and Procedures shall also be included in the definition of Active service for these purposes

B. Procedure

1. Eligible Active members who desire their membership with JLC to be converted from Active to Sustaining status must submit a written request to the Nominating and Placement Vice President no later than March 1st in the year they wish to become a Sustainer.
2. Sustaining status becomes effective the first day of the following League year.
3. The Nominating and Placement VP shall:
 - a) Verify that the member has served the minimum number of years as an Active member.
 - b) Make a recommendation to the Board which shall grant Sustaining status if the minimum number of years has been served and the applicant is otherwise entitled to become a Sustaining member in accordance with the Bylaws and Policies and Procedures.

C. Sustainer Emeritus

1. A Sustaining member in good standing automatically becomes a Sustainer Emeritus in the League year following her eightieth birthday and shall be changed on the JLC rolls to designate such.

VI. FINANCIAL OBLIGATIONS

A. Annual Dues

1. Active Members: \$300 which includes \$257 JLC dues and \$43 Association of Junior League International (AJLI) dues.
2. Sustaining Members, under 65 years old: \$100 which includes \$57 JLC dues and \$43 AJLI dues
3. Sustaining Members, 65 years old and over: \$80 for Sustaining members who are at least 65 years of age by May 1st which includes \$37 JLC dues and \$43 AJLI dues
4. New Members: \$400 which includes \$257 JLC dues, \$43 AJLI dues, and \$100 for miscellaneous New Member activities
5. Payment Deadlines:
 - a) The Treasurer shall send notices to each member by February 1st
 - (1) Active dues shall be payable on March 1st and considered late after March 31st.

Active members from whom dues are not received by April 1st will be considered

delinquent and be assess a fine of \$25 unless prior arrangements have been made with the Treasurer.

(2) New Member dues/deadlines are detailed in the Financial Requirements of New Members section (IV.B.2).

(a) New Members who join at any point during the fiscal year will be required to pay dues (\$300) by the June 1st deadline

(3) Any Active or Sustaining member whose dues and/or fines are not received by May 1st shall be subject to automatic removal from membership as set forth herein.

(4) A transferring New Member shall pay a processing fee of \$15 and AJLI dues to JLC prior to her transfer, and dues and a New Member course fee as required by the receiving League at the time of her transfer.

(5) All classes of membership transferring to JLC shall pay a transfer fee of \$25 in addition to any and all other financial obligations imposed upon members.

B. Payment Options

1. Active members may participate in a payment plan for their annual financial obligations for a convenience fee of \$25.

2. Payments may be set up via a recurring credit card transaction divided into six equal payments during the months of May through October.

3. All payments and/or fines must be paid in full prior to the November GMM of the new League year.

C. Dishonored Checks or Credit Card Transactions

1. If a bank does not honor a member's check or credit card transaction, then the member will be notified immediately. She must pay the original fee(s) and a \$25 dishonored funds fee with cash or certified funds within 10 business days of notice.

2. In the case of dues payments, if a dishonored transaction makes a dues payment past due, the member must pay the late dues penalty in addition to the \$25 fee to avoid being in arrears in her dues to JLC.

3. JLC reserves the right to refuse personal checks from persons who have previously written two dishonored checks within a twelve month period.

4. If the member does not pay applicable fees within 10 business days, the member shall be subject to automatic removal from the membership as set forth herein.

D. Special Exceptions

1. In the event of significant financial difficulty, an Active member in good standing may request a reduction or waiver of financial obligations to the League (excluding the \$43 AJLI dues) for one League year.

a) The request must be submitted to the Treasurer in writing by March 15th for the following League year and must include sufficient documentation supporting the request (including, but not limited to, bank statements and unemployment benefit documentation).

b) The request will be reviewed by a small committee, and a decision will be made and communicated by April 15th.

c) This reduction or waiver may only be granted once during the Active member's tenure with the League, and recipients of prior similar exceptions may not apply for the reduction or waiver.

2. The Active member granted such an exception will not receive prepaid tangible membership benefits that are available to paying members.

E. JLC Scholarship Fund

1. A scholarship fund for assistance with dues payments is available to Active members in good standing.

a) To apply for this scholarship, members must submit a formal request to the Treasurer in writing by March 15th for the following League year. The request should include explanation or documentation of an extenuating circumstance related to financial need.

b) The request will be reviewed by a small committee, and a decision will be made and communicated by April 15th.

2. Contingent on the balance of the scholarship fund, more than one member may qualify.
 - a) A maximum of three scholarships per year are awarded.
3. The scholarship may only be granted once during the Active member's tenure with the League, and recipients of prior similar exceptions may not apply for this reduction or waiver
4. The Active member must otherwise complete all requirement of Placement and Membership credits for the designated League year in order to remain in good standing.

VII. MEMBERSHIP PRIVILEGES

A member in good standing, not in arrears in financial obligations (including dues) to JLC or in the performance of Placement, who is subject to a change in residence, shall be granted one of the following privileges upon application in writing to the Nominating and Placement VP within sixty days of her move.

A. Transfer

1. New Member, Active, or Sustaining members shall have the privilege of transferring membership from one Junior League to another pending verification that all financial obligations have been met.
 - a) The privilege of transfer shall not extend to a person who has been dropped or expelled from membership.
2. A New Member transfer-in member who is a Chattanooga-area resident and whose New Member transfer paperwork has been received and who has completed or is in the process of completing the required training for effective community and Junior League involvement as described in this section of Policies and Procedures, unless otherwise determined by a two-thirds vote of the Membership Council shall be accepted as a transfer New Member.
3. An individual member of a Junior League who transfers to another Junior League shall be granted status in the receiving Junior League consistent with the specifications of membership classifications established by the receiving Junior League. The transferring League will initiate the transfer through the AJLI Website, which will notify the originating and receiving Leagues.
4. Dues shall be paid to the Junior League that the New Member, Active, or Sustaining member is a member as of April 1st of that League year.
5. A member whose written request for transfer is postmarked between March 1st and September 1st will receive a refund of 50% of the annual dues of the sending Junior League, exclusive of AJLI per capita dues. A member whose written request for a transfer is postmarked after September 1st will not be entitled to any refund of dues from the sending Junior League and the receiving Junior League will collect no dues from such incoming member.
6. Individuals who transfer into JLC must pay the current transfer fee and be responsible for Placement for the remainder of the League year. They shall be given wide-ranging opportunities for exposure to JLC fundraisers and programs.

B. Inter-League

1. New Member, Active, or Sustaining members who will be temporarily residing in the area of another Junior League and who formally request shall be granted the Inter-League privilege for a period not to exceed one year per request. The period may be extended by the sending Junior League for one additional year.
2. An individual member of a Junior League granted the Inter-League privilege shall comply with the requirements of the receiving Junior League. The member shall be entitled to all privileges of membership as determined by the receiving Junior League. The member shall be listed as a member of and pay dues to the sending Junior League, which shall have the final responsibility for the member in all matters.

C. Seasonal Inter-League

1. A Sustaining member who resides for a portion of a year in the area of her Junior League and another portion of the year in the area of another Junior League and who formally requests shall be granted the Seasonal Inter-League privileges.

2. This privilege permits the Sustaining member to participate in the Junior League in whichever area she is currently domiciled.
 3. A Sustaining member may hold the Seasonal Inter-League privilege for an unlimited period of time.
 4. The Sustaining member shall be listed as a member of and shall pay annual dues to the sending League which shall have the final responsibility for her in all matters.
 5. She shall pay to the receiving Junior League an annual Seasonal Inter-League fee of an amount not to exceed the difference between the receiving League's Sustaining dues and AJLI's per capita dues.
 6. A Sustaining member granted this privilege shall comply with the requirements of the Junior League in whose area she is currently residing.
- D. Non-Resident
1. Active and Sustaining members in good standing who are living at a distance from their Junior League area sufficient to make fulfillment of the voluntary service requirements impossible and who so formally request shall be granted the Non-Resident privilege.
 2. Non-Resident members may not vote or hold office.
 3. Non-Resident Active or Sustaining members who live in an area in which there is no Junior League may retain the privilege indefinitely. Such Non-Resident privilege shall automatically expire ninety days after such Non-Resident Active member returns to live in the JLC area.
 4. Non-Resident Actives are required to pay \$165 annually.
- E. AJLI Officers
1. Any Junior League member in good standing who is an Active member as of the deadline for nominations except an AJLI Nominating Committee members shall be eligible to be slated to become an officer of AJLI.
 2. Any member in good standing of a Junior League who is a Sustaining member as of the deadline for the nominations shall be eligible to be slated to become a Sustaining director of AJLI.

VIII. RESIGNATION IN GOOD STANDING

- A. Any Active member or Sustaining member who has met their respective membership obligations as defined herein and in the Bylaws may resign her membership in good standing.
- B. Resignations for the following year shall be made in writing to the Nominating and Placement VP of JLC by March 1st; otherwise a member shall be liable for the dues and the fine for the following League year.
- C. Resignation shall be deemed effective at such time as the Board determines that the member meets the qualifications for resignation in good standing.

IX. REMOVAL FROM MEMBERSHIP

- A. Automatic
 1. A member shall be removed automatically from membership for non-payment of dues and fines, provided that the Treasurer shall first give notice in writing by certified mail to such member, which notice shall set forth:
 - a) The amount in arrears,
 - b) The date by which such arrears must be paid,
 - c) A statement that failure to make such payment will result in automatic removal of the member from membership in JLC. Such removal shall be effective upon the expiration of a fifteen day period unless the obligations are completed during such period or the member delivers to the Treasurer a written appeal within fifteen days of the date of the notice. The Board will have the responsibility for reviewing the appeal and determining if the appeal should be granted.
- B. Discretionary
 1. A member may be removed from membership for cause at the discretion of the Board, provided that the member is given at least fifteen days written notice from the Nominating

and Placement VP prior to the meeting of the Board at which final action regarding removal is to be taken.

2. Such member shall be given the opportunity to appear before the Board at such meeting and make statements on her behalf. Such notice shall state the cause for removal, and the Board may consider any one or more of the following causes, without limitation:
 - a) Violation of the Bylaws or Policies and Procedures of JLC;
 - b) Continued lack of interest in the work of JLC and failure to adhere to the objectives and purpose of JLC;
 - c) Failure to meet the requirements of the Nominating and Placement Committee
 - d) Failure to accrue the required membership credits
 - e) Failure to support JLC's non-financial obligations, if any; and
 - f) Failure to attend the required meetings.

X. REINSTATEMENTS

- A. Only Active and Sustaining members who resign in good standing may be reinstated into membership. These members may be reinstated by making an application in writing to the Nominating and Placement VP and by paying the annual dues for the year of reinstatement, prorated as of the date of reinstatement.

XI. BOARD PROCESS

The purpose of the Board on behalf of the membership of JLC is to see to it that JLC (1) achieves its mission and (2) avoids unacceptable actions or situations. The Board will govern with an emphasis on (1) outward vision rather than internal perception, (2) encouragement of diversity of viewpoints, (3) strategic leadership, (4) clear distinction of Board and Management roles, (5) collective rather than individual decisions, (6) future rather than past or present and (7) proactive rather than reactive decisions.

Accordingly,

- A. The Board will cultivate a sense of group responsibility. The Board will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor. The Board will use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual judgements for the Board's values. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling board commitments.
- B. The Board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about ends to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term effects outside the organization, not on the administrative or programmatic means of attaining those effects.
- C. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles and ensuring continuance of governance capability. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process implementation.
- D. The Board will monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies.
- E. The job of the Board is to represent JLC in determining and demanding appropriate organizational performance. Accordingly,
 1. The Board will provide the link between the organization and the membership.
 2. The Board will produce written governing policies that, at the broadest levels, address each category of organizational decisions.
 - a) Ends: Values/Community Issues Policy and Internal/Operational Policy
 - b) Policies Limiting Committee-Team Authority: Purpose and expectation of committees, boundaries within which committee methods and activities can responsibly be implemented.

- c) Board Governance Process: How the Board conceives, carries out and monitors its own tasks.
- d) Linkage and Reporting: How power is delegated and its proper use monitored; the Board and Committee roles, authority, and accountability.

XII. BOARD MEMBERS' CODE OF CONDUCT

The Board commits itself and its members to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. Accordingly,

- A. Members must represent loyalty to the interests of the membership. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership or employment to any other boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the organization's services.
- B. Members must avoid conflict of interest with respect to their fiduciary responsibility. Thus,
 - 1. There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
 - 2. When the Board is to decide upon an issue about which member has an unavoidable conflict of interest, that member shall assert her self without comment from not only the vote but also from the deliberation.
 - 3. Board members must not use their positions to obtain employment for themselves, family members, or other close associates. Should a member desire employment, she must first resign.
 - 4. Members will annually disclose their involvements with other organizations, with vendors or any other association that might produce a conflict.
- C. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies. Thus,
 - 1. Members' interaction with staff must recognize the lack of authority vested in individuals, except when explicitly Board-authorized. The Board may not operate without personnel procedures that state personnel rules for staff, provide for expressions of grievance and protect against unsafe conditions. Accordingly, the President will be involved and present at all staff reviews and shall cooperate with the Executive Coordinator regarding the same. The Personnel Committee shall consist of the President, Executive Coordinator, and Finance Vice President and shall meet at least annually.
 - 2. Members' interaction with the public, press or other entities must recognize the same limitations and the inability of any Board member to speak for the Board except to repeat explicitly-stated Board decisions. Members will respect the confidentiality appropriate to issues of a sensitive nature.

XIII. BOARD AGENDA AND PLANNING

To accomplish its mission with a governance style consistent with Board policies, the Board will follow an annual agenda that (1) completes re-exploration of policies annually and (2) continually improves Board performance through education and enriched input and deliberation. Accordingly,

- A. The cycle will conclude each year on the last day of May so that administrative planning and budgeting can be based on the Board's most recent statement of long-term ends.
- B. JLC shall maintain a strategic plan for purposes of establishing long range goals and action plans to meet these goals. The Board is to approve this plan and adopt ongoing action plans by October of each JLC year.
- C. The cycle will start with the Board's development of its agenda for the coming year.
 - 1. Transition meetings shall be held with current and future committee Chairs as they are slated by the Nominating and Placement Committee and prior to the Leadership retreat.
 - 2. A Leadership Retreat shall be held as the last installment of planning with mandatory attendance by all individuals filling the Chair positions as invited by the President.
- D. The priorities of JLC shall determine the outline of the operating and strategic plan and the makeup of the councils. Priorities are Leadership Training, Membership, Community

Engagement, Finance, Fund Development, Marketing and Public Relations, Diversity and Inclusion, and building collaborations within the community.

- E. Throughout the year, the Board shall manage agenda items as expeditiously as possible.
- F. The President will be responsible for setting the agenda for all Executive Governance meetings and GMMs. The President-Elect will be responsible for setting the agenda for all Management meetings. An item will be added to the Board agenda if one-third or more Board members vote on an item worthy of Board discussion and/or vote.

XIV.ROLE OF INDIVIDUAL BOARD MEMBER

The primary role of a Board member is (1) to contribute to defining JLC's mission and governing the fulfillment of that mission and (2) to exercise the duties and responsibilities of such with integrity, collective responsibility, and due care. Accordingly,

- A. A Board member will establish attendance at all Board meetings and related JLC activities as a high priority.
 - 1. Attendance in person, virtually, or by telephone conference are permitted
 - 2. Up to two absences, in the case of extenuating circumstances, may be permitted
- B. In order to contribute to the discussion of issues and business to be addressed, a Board member will be prepared by having reviewed the agenda and read all background support material relevant to the meeting, including the consent agenda.
- C. A Board member will respect the opinions of her peers serving on the Board and leave personal prejudices out of all Board discussions.
- D. A Board member will always act for the good of JLC and represent JLC in a positive and supportive manner.
- E. A Board member will positively support the legitimacy of a Board decision, presenting a unified Board, even if she voted against it.

XV.BOARD MEETINGS

- A. The Board of Directors, including the Officers of the League, Executive Governance Board, and Management Board, shall generally meet at least once per month and shall consist of the following members:
 - 1. President- Officer, Executive Governance Board
 - 2. President-Elect - Officer, Executive Governance Board, Management Board
 - 3. Secretary - Officer, Executive Governance Board, Management Board
 - 4. Treasurer- Officer, Executive Governance Board
 - 5. Community Engagement Vice President- Management Board
 - 6. Finance Vice President- Management Board
 - 7. Fund Development Vice President- Management Board
 - 8. Marketing and Public Relations Vice President- Management Board
 - 9. Membership Vice President- Management Board
 - 10. Nominating and Placement Vice President- Management Board
 - 11. Diversity and Inclusion Vice President- Management Board
 - 12. At-Large Director(s) and or any President-appointed Board members for that League year.
- B. The focus of the Executive Governance meetings shall be on strategic issues and the long-term direct and development of the League in the execution of its mission. The Executive Governance meetings will be facilitated by the President.
 - 1. The President-Elect shall report to the Executive Governance Board regarding the decisions made by the Management Board and provide a general report about the meeting.
- C. The focus of the Management meetings shall be on tactical issues and their effective execution with regard to the day-to-day operation of the League. The Management meetings will be facilitated by the President-Elect.
- D. The Board shall assemble a master calendar for the League by September 1st of each year and update it on a regular basis as needed.

XVI. PRESIDENT ROLE

The President assures the integrity of the Board's process and represents the Board and JLC to outside parties. Accordingly,

- A. The President's responsibility is to ensure that the Board behaves consistently with its own rules and those legitimately imposed upon it from the AJLI and from outside the organization.
- B. Meeting discussion content will only include the items that support the mission of JLC. Deliberation will be fair, open and thorough but also timely, orderly, and to the point. A mechanism for Board or committee communication will be provided.
 1. The President is empowered to chair the Executive Board and GMMs and co-chair cross council meetings with the President-Elect and Leadership Training Chair with all the commonly accepted power of that position.
 2. The President may represent the Board of Directors to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations.
 3. The President may delegate this authority but remains accountable for its use
- C. The President must keep the Board informed of any relevant trends, anticipated adverse media coverage, material external and internal changes, just as Board members must inform the President of the same.
- D. The President may call into action and serve as the Chair for a Crisis Management Team on an as-needed basis relating to any local, state, or federal state of emergency or other issue which may impact JLC members or operations.
- E. The President shall practice fiscal responsibility in all JLC business.

XVII. OFFICER ROLE- PRESIDENT ELECT

The President-Elect is not subservient to the President. She has been elected to be the President at a future date. The focus of her President-Elect year should be on preparing to assume that role, not on serving as an assistant to the President. The President-Elect shall:

- A. Conduct an annual review of the Bylaws and Membership Policies of the League, supervising any necessary updates;
- B. Serve as co-chair of all Cross-Council meetings;
- C. Serve as an honorary member of Junior League Garden Club; and
- D. Perform such other duties as may be required by the Board of Directors.

In the absence of the President during the term of President-Elect, the President-Elect shall preside as President and shall perform the duties and exercise the powers of the President.

XVIII. OFFICER ROLE- SECRETARY

The Secretary shall be an elected officer of the League that will serve on both the Executive Governance Board and Management Board of Directors. The Secretary shall:

- A. Record and keep all minutes of all the meetings of the League and Board of Directors- GMMs, Governance and Management Board meetings, cross-council meetings, and any specially-called meetings of the League;
- B. Give, or cause to be given, notice of all meetings of the League and the Board of Directors;
- C. Serves as parliamentarian on all matters
- D. Attends to and keeps on file the general correspondence and records of this League;
- E. Be responsible for the custody of the seal of the League, if any, and affixing of the same;
- F. Perform such other duties as may be assigned by the Board of Directors.

XIX. OFFICER ROLE- TREASURER

The Treasurer shall be the elected financial officer of the League and shall be responsible for (1) overseeing the Board's process for monitoring fiscal performance against criteria embodied in the League's Board or governance policies ("Board Policies" or "Governance Policies"), and (2) Board development in the area of financial policy making. The Treasurer shall:

- A. Conduct an annual examination of the books of record and, from time to time, such other examinations as the Board of Directors shall deem appropriate;
- B. Keep and maintain, or cause to be kept and maintained, full and accurate accounts of receipts and disbursements of the League.
 - 1. Oversee and maintain QuickBooks
 - 2. Oversee deposits
 - 3. Signs checks
 - 4. Approves expenses and reimbursements
- C. Maintain or cause to be maintained deposits of all moneys, evidences of indebtedness and other valuable documents of the League in the name and to the credit of the League in such banks or depositories as the Board of Directors may designate;
 - 1. Distribute billing notices for dues to members, pay general account bills
 - 2. Receives dues, remittances, and assessments
 - 3. Oversees payroll and tax filings
- D. Annually, or whenever else required by the President, Board of Directors, or applicable law, render a report of the League's accounts in such form as may be required by applicable law and/or as may be requested at the discretion of the Board of Directors and to be filed with the minutes of the meetings of the Board of Directors;
 - 1. Presents financial statements to the Board and general membership
 - 2. Advises the Board on fiscal policy
- E. Exhibit the League's books and accounts to any member of the Board of Directors who may request the same;
- F. The Treasurer acts as Finance VP during any absence in that office
- G. Perform such other duties as shall, from time to time, be assigned by the Board of Directors.

XX.COUNCIL ROLE

Council members are responsible for determining issues important to JLC membership and bringing their recommendations to the Board. Accordingly,

- A. All committees of JLC will be represented on a council and represented on the Board through a Council Vice President
 - 1. Community Engagement Vice President
 - a) The Community Engagement Vice President shall serve as the chairman of the Community Engagement Council for all committees relating primarily to the community.
 - b) She shall seek opportunities for representation and participation of the League in the community and shall seek to resolve any problems relating thereto.
 - c) She shall oversee the effort to enhance the League's awareness of community needs through ongoing community research and outreach efforts
 - 2. Membership Vice President
 - a) The Membership Vice President shall serve as the chairman of the Membership Council for all committees relating primarily to Membership matters within the League.
 - b) She shall seek to resolve any problems within the realm of Membership within the League.
 - c) She shall oversee the implementation of commitment to Membership diversity and outreach in all segments of Membership retention and recruitment efforts
 - d) She oversees all credits for JLC and inputs all active member credits
 - 3. Marketing and Public Relations Vice President
 - a) The Marketing and Public Relations Vice President serves as the chairperson of the Marketing and Public Relations Council, an advisor to all roles pertaining to Marketing and Public Relations, and supervises the work of any marketing intern.
 - b) The Marketing and Public Relations Vice President works with the Board and all League committees to improve our external image and enhance our internal communication primarily through designated council liaisons.
 - c) The Marketing and Public Relations Vice President edits and approves all JLC documents and publications

4. Finance Vice President
 - a) The Finance Vice President shall be the custodian of all funds of the League, shall receive dues, remittances, and assessments, and shall present financial statements to the Board and general membership.
 - b) She shall consult with the League's accountant, auditor, and financial advisor for investment advice and financial forecasts.
 - c) She shall supervise the preparation of the annual budget and shall train the incoming Finance Vice President.
 - d) She shall chair the Finance Council in the years when a Finance Council is in place.
 - e) She shall, with the President, sign all contracts and obligations authorized by the Board of Directors.
 - f) The Finance Vice President shall preside in the absence of the Treasurer and shall perform the duties and exercise the powers of the Treasurer in such an absence.
5. Fund Development Vice President
 - a) The Fund Development Vice President serves as the chairperson of the Fund Development Council and advisor to all members serving on a fund development committee.
 - b) She shall oversee all fundraising activities of the League for both large and small efforts.
6. Nominating and Placement Vice President
 - a) The Nominating and Placement Vice President serves as the chairperson of the Nominating and Placement Council and an advisor to all members serving on the Nominating and Placement Committee.
 - b) She is responsible for the training and implementation of the Nominating process both to the committee and to the membership including the slating of the President-Elect-Elect (PEE) in the fall, and the leadership slating and committee placement process in the spring.
 - c) She serves during Nominating meetings as a facilitator of the process and is a non-voting member of the group.
 - d) The Nominating and Placement Vice President shall be responsible for the preparation of a slate of candidates for various offices of Junior League and for the filling of vacant offices; said slate shall be presented to the membership for ratification.
 - e) She will handle the votes for all slates.
 - f) The Nominating and Placement Vice President shall also be responsible for appointing to committee positions all members not otherwise serving in a slated position.
7. Diversity and Inclusion Vice President
 - a) The Diversity and Inclusion Vice President serves as the chairperson of the Diversity and Inclusion Council and an advisor to all members serving on the Diversity and Inclusion (D&I) committee.
 - b) The Diversity and Inclusion Vice President supports JLC by raising awareness, offering guidance to our organization and our members, and by participating in purposeful dialogues and activities with the D&I Committee.
 - c) This position helps assess the current JLC membership to identify underrepresented groups, detect any barriers to diversity and inclusion, and recommend strategies for improvement.
 - d) She will oversee the D&I Committee and will plan four trainings for JLC per year along with one GMM training.
 - e) The committee will work alongside both Community Engagement and Recruitment in order to foster new partnerships throughout our community.
- B. Each Council member is responsible for attending and providing their insight at Council meetings.
 1. Councils will meet in person, via video teleconference, or via email communication monthly during the League year (June 1st-May 31st). Council Vice Presidents will chair council meetings and will be responsible for monthly monitoring of the progress of the Strategic and Annual plans as they relate to their councils.

- a) Minutes from each Council meeting will be uploaded for record keeping purposes to the shared Google Drive.
- 2. During the League year, there will be at least two cross-council meetings to discuss JLC business
- 3. Council members will be allowed three absences from council meetings, including cross council meetings.
- C. The Councils are to help the Board do its job, never to help or advise the staff. Councils will assist the Board by preparing policy alternatives and implications for Board deliberation.
- D. Councils may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict.
 - 1. The Marketing and Public Relations Council shall work to improve the League's external image and to enhance its internal communication through improved coordination and shall develop and implement a comprehensive communication plan for JLC.
 - 2. The Fund Development Council shall coordinate, evaluate, and make recommendations concerning JLC fundraisers, the functionality and necessity of its committees, and shall report the same to the Board and membership.
 - 3. The Membership Council shall coordinate and plan the membership resources of JLC.
 - 4. The Community Engagement Council shall coordinate community-related committees and the role of JLC in our community, shall evaluate all ongoing community programs and report to the Board and membership.
 - 5. The Finance Council shall monitor the fiscal affairs of the League, including but not limited to the annual budget, monthly revenues and expenditures and shall protect the League's assets through strategic financial planning. The Finance Council shall continually monitor the revenue and expenditures of each council/committee and provide education on financial planning and processes.
 - 6. The Nominating and Placement Council shall fill openings for slated positions and non-slated committee positions within JLC throughout the year, direct slating process and train members on the process, review leadership applications and placement survey results, conduct interviews, present the slate of leadership positions annually, and place membership on committees.
 - 7. The Diversity and Inclusion Council shall assess the current JLC membership to identify underrepresented groups, detect any barriers to diversity and inclusion, and recommend strategies for improvement thus supporting JLC by raising awareness, offering guidance to our organization and our members, and by participating in purposeful dialogues and activities.
- E. Councils are to avoid over-identification with organizational parts rather than the whole.
- F. Councils will have access to request specially called cross-council meetings composed of Board members and others selected by the President and the Board to work through specific concerns. The President and President-Elect will facilitate these cross-functional meetings.
- G. Council and Committees shall review their respective goals and action plans to ensure compliance with the Strategic Plan and Annual Budget. This should be completed in August before the start of the League year.
- H. Councils and Committees shall evaluate volunteer and financial resources needed to operate and shall communicate this to the Board, to the Finance Vice President, to the Nominating and Placement Vice President, as applicable.
- I. Councils and Committees shall evaluate their procedures and shall update them if necessary, making sure that any procedures are clearly communicated to their members. They shall likewise make recommendations for changes to the Bylaws or Policies and Procedures as may be related to their assigned areas.
- J. Committees shall submit the appropriate accountability reviews to their respective Councils. Independent roles shall submit a monthly account of their activities to the appropriate Council Vice President.
- K. Councils shall submit the appropriate accountability reviews to the Board.

1. In the years where an Assistant Vice President of any Council is slated, she shall be responsible for taking minutes at the Council meetings and submitting to the respective Vice President.
- L. Committee Chairs and other Council members are responsible for implementing and reporting the work of JLC , and accordingly they shall:
 1. Provide their respective Council Vice President with a copy of the minutes of each meeting of their committee and upload a copy to the appropriate folder on the JLC member website or Council shared drive; they must follow the guidance of the Board and the Strategic Plan. Independent roles shall submit a monthly account of their activities to the appropriate Council Vice President.
 2. Keep their respective Council Vice President informed of all activity.
 3. Be responsible for keeping records of committee members' attendance and participation in committee work if a member is not fulfilling her requirements to the committee, the Chair is responsible for reporting this to the Nominating and Placement Vice President and/or respective Vice President.
 4. Be familiar with the budget and keep an accurate record of the committee's financial transactions.
 5. Attend all Council meetings or send a representative from the Committee.

XXI.COMMITTEE/OTHER LEADERSHIP ROLE

The Councils will consist of committee chairs and other leaders relevant to their council as specified below. Councils and committees shall follow the strategic plan of JLC and shall review periodically their progress within that plan.

In accordance with JLC priorities the following Councils are established with the following named committee chairs and other leaders sitting on them (additional committees may be appointed at the discretion of the Nominating and Placement Committee with approval by the Board).

- A. Marketing and Public Relations Council
 1. Headed by Marketing and Public Relations Vice President and composed of VP, Assistant Vice President (AVP), and Council Marketing Liaison
 2. Marketing and Public Relations Assistant Vice President
 - a) Coordinates with the Marketing and Public Relations VP and designated Council liaisons about needed publicity for League events and advertising.
 - b) Obtains bids and coordinates any paid advertising and marketing and design work for JLC.
 - c) Serves as the JLC contact for media and coordinates media appearances.
 - d) The Marketing and Public Relations AVP will roll up to the Marketing and Public Relations VP the following League year.
 3. The Council is responsible for the following tasks and roles:
 - a) Advertising, Marketing, and Public Relations
 - (1) The Council shall proactively coordinate with all Chairs about needed publicity and advertising and is responsible for paid advertising and marketing for JLC.
 - (2) The Council shall evaluate the attitudes of members and the community in relation to JLC and plan a program of action to earn understanding and acceptance of JLC by its membership and the public.
 - b) Jottings
 - (1) Jottings is an external information and promotional tool used to inform the community and membership about visions, goals, and accomplishments of JLC.
 - (2) The Marketing and Public Relations AVP shall serve as the primary Jottings editor and shall produce, edit, and distribute Jottings.
 - (a) Must be approved by the Marketing and Public Relations VP and President prior to being released for print.

- (3) The Board will use discretion to determine if Jottings will be produced in a particular League year.
- c) League Chatt
 - (1) The Marketing and Public Relations AVP shall serve as the League Chatt Editor.
 - (2) She shall produce League Chatt monthly during the League year and it shall be available to all membership.
 - (3) League Chatt shall serve as the central internal information source to Actives, Sustainers, and New Members.
 - (4) League Chatt shall include, at a minimum, Master Calendar information, Council announcements, and a Board of Director's message.
 - (5) A total of ten League Chatts will be produced during the League year.
 - (6) League Chatt shall be approved by the Marketing & Public Relations VP and President before release.
- d) Website
 - (1) The Marketing and Public Relations VP shall proactively coordinate with all Marketing Liaisons about needed website posts and shall coordinate all website content to make updates and changes with the League's Administrative Assistant.
 - (2) The website shall include, at a minimum:
 - (a) Home Page: Address (Street and Email), Telephone and Fax Numbers, Current Board Members
 - (b) About JLC: Mission, Vision, Values, and a reaching out statement
 - (c) Membership: Eligibility Requirements, Requirements for New Members, and membership data as requested by Nominating and Placement Council and/or the Board of Directors.
 - (d) Fundraisers: Description about each Fundraiser for the current League year
 - (e) Sponsors: List of current corporate sponsors
 - (f) Community Engagement: Description of community impact committees and current initiatives
- e) Social Media
 - (1) The Marketing and Public Relations Council shall proactively coordinate with the designated Marketing Liaisons as well as the Membership AVP regarding social media content.
 - (2) The Council shall coordinate scheduling social media posts/photos as well as any updates and changes as they occur.
- f) Email Communications
 - (1) The Communications Chair shall ensure a weekly email newsletter is prepared and distributed to New Members, Actives, and Sustainers during the months of September through May.
 - (a) Email communication may be less frequent in the months of June through August, but may not be less frequent than every three weeks.
- g) Graphic Design
 - (1) The Marketing and Public Relations Council shall assist in the development, planning, and execution of graphic design materials to accompany a variety of marketing communications, campaigns, and initiatives.
 - (2) In events that repeat in multiple League years, the Council will favor consistent branding
- h) Historian
 - (1) The Marketing and Public Relations Council shall keep a record of the League's yearly history by collecting photographs (via shared album), press releases, and mementos of JLC activities and accomplishments throughout the year.
 - (2) They shall produce a summary of the JLC year by scrapbook, display, or slideshow presentation at the Annual Meeting each year.

- (a) Summaries and records of annual JLC activities and accomplishments will be handed over to the League's Administrative Assistant and the following year's Council.

B. Community Engagement Council

1. Headed by Community Engagement Vice President and supported by the Community Engagement Assistant Vice President (AVP).
2. The Council is responsible for all community engagement activities of the League (which may include but is not limited to Mini Grants, Kids in the Kitchen, Little Free Libraries, and partnership events).
3. Community Engagement Assistant Vice President
 - a) Coordinates with the Community Engagement Chairs to ensure all targets are met, provide guidance to all community engagement efforts by assisting the committees through identifying and pursuing education-based volunteer opportunities, and ensure volunteer opportunities are available for members each month.
 - b) Works with the Community Engagement Vice President to ensure monthly council meetings are held and minutes are submitted to the Board.
 - c) The Community Engagement AVP will roll up to the Community Engagement VP the following League year.
4. Mini Grants Chair and Committee
 - a) The Mini Grants Chair implements and oversees the solicitation of grant applications from Hamilton County teachers and to award, follow, document, and evaluate the awarded grants.
 - b) The Chair assists in raising internal and external funds (facilitated by the President) to support JLC grant programs and informs our members and the community regarding grants awarded.
 - c) Members serving on this Committee will also be placed on the Community Engagement Event Logistics Committee.
 - d) Procedures
 - (1) JLC members are not eligible to be awarded Mini Grants.
 - (2) Employees of the Hamilton County Department of Education are not eligible to serve on the Committee or as Chair of the Mini Grants Committee.
 - (3) The Chair will assign each grant application with a number, so the grants will be reviewed without regard to the identify of the teacher or the school.
 - (4) A review board comprised of the Mini Grants Committee and, if needed, up to two community liaisons, will review all applications received by the established deadline.
 - (5) The Chair will act as the facilitator of the review process of grant applications and will only vote in the case of a tie.
5. Community Partner Chair
 - a) The Community Partner Chair plans and executes regular opportunities for League members to connect with and support the Chattanooga community through service focused on fostering lifelong learners in the community.
 - b) The Community Partner Chair and Committee will also seek partners for the Kids in the Kitchen initiative, which is supported by AJLI and its member Leagues, to ensure at least one annual event and/or ongoing events are planned with the goal to empower youth to make healthy lifestyle choices and help reverse the growth of childhood obesity and its associated health issues.
6. Community Engagement Marketing Liaison Chair
 - a) The Liaison and Committee shall inform the community and membership about all JLC community engagement events.
 - b) They shall communicate with the VP of Marketing and Public Relations about needed publicity, participate in the development and execution of a marketing plan for all community engagement events, and ensure that Marketing has all information regarding publicity commitments for sponsors and partners.
7. Community Engagement Event Logistics Chair

- a) The Community Engagement Events Logistics Chair and committee are responsible for securing and maintaining contracts for venues and vendors at all community engagement events and providing necessary details including insurance, securing catering options, and identifying entertainment for all events.
 - b) Shall develop day-of volunteer schedules and tasks, including any decor, signage, timelines, etc.
 - c) Community Engagement events are determined by the Council and approved by the Board and may include but are not limited to Mini Grants, Kids in the Kitchen, Little Libraries, and Partnership events.
 - d) The Chair is responsible for maintaining sign-in lists for membership credit.
- C. Finance Council
 - 1. The Finance Council is headed by the Treasurer and composed of the Finance Vice President and the Executive Coordinator (consulting with the Fund Development Council roles of Grants and Outcomes Chair, Annual Fund and Endowment Chair as needed) to be responsible for the listed tasks and fiscal management procedures.
 - 2. Treasurer
 - a) The Treasurer shall serve the role previously defined in this document (Section XIX).
 - 3. Finance Vice President
 - a) The Finance Vice President is the custodian of all League funds, consults the League's accountant, auditor, and financial advisor for investment advice and financial forecasts, and maintains nonprofit compliance.
 - b) She supervises the preparation of the annual budget and trains the Board and membership.
 - c) She ensures the election and function of the trustees to advise the endowment fund and facilities quarterly investment trustees meeting.
 - d) The Finance VP and the President signs all contracts and obligations authorized by the Board and performs the duties of the Treasurer in the event of the Treasurer's absence.
 - e) The Finance Vice President will roll up to Treasurer in the following League year.
 - 4. Executive Coordinator
 - a) The Executive Coordinator serves as the office manager for Junior League personnel and handles all JLC personnel-related issues.
 - b) She supervises JLC's administrative assistant, coordinates interviews for interns and internship plans, and oversees League house operations.
 - c) The Executive Coordinator maintains a confidential code of conduct file on members as needed.
- D. Fund Development Council
 - 1. The Fund Development Council is headed by the Fund Development Vice President.
 - 2. Fund Development Assistant Vice President
 - a) The Fund Development AVP coordinates with all Fund Development Chairs to ensure targets are met, supports the Fund Development Vice President in all necessary tasks, and ensures monthly council meetings are taking place with the minutes submitted to the Board.
 - b) The Fund Development AVP will roll up to the Fund Development Vice President the following League year.
 - 3. Annual Fund and Endowment Chair
 - a) The Annual Fund and Endowment Chair shall work with the Sustainer Advisory Council to develop an annual fund solicitation calendar and materials needed to solicit all members.
 - b) The Chair shall develop a list of personal solicitations for endowment fits and work with the President to complete asks for gifts.
 - 4. Grants and Outcomes Chair
 - a) The Grants and Outcomes Chair shall develop a list of available grants applicable to the League, complete the grant requests, and work with the Finance Council to provide all related reporting.

- b) She shall work with the Community Engagement Vice President to develop an Annual Impact Report for donors and JLC membership.
 - 5. Sponsorship Committee/Corporate Outreach Chair and Committee
 - a) The Corporate Sponsorship Chair is responsible for curating sponsorship levels and benefits for each League year, identifying/asking businesses and individuals to sponsor the League, and ensuring the benefits of sponsorship are met.
 - b) The Chair and Committee is responsible to thank and recognize sponsors in a timely manner and ensure all gifts are properly acknowledged and managed.
 - c) This Committee will connect local businesses with the League through fundraisers, create and maintains an active spreadsheet list of solicitations (to avoid duplication) with contact information for local businesses.
 - (1) Used to obtain sponsorships and donations for League fundraisers
 - (2) Manage all in-kind donations
 - (3) Establish partners for Give Back Nights
 - (4) Identifies and recruits businesses to sell JLC cookbooks.
 - (5) Secures ad sales for League Chatt and Jottings
 - 6. Fund Development Marketing Liaison Chair and Committee
 - a) The Chair and Committee shall inform the community and membership about JLC fundraising events and communicate with the VP of Marketing and Public Relations about needed publicity.
 - b) The Committee shall participate in the development and execution of a marketing plan for all fundraising events and shall ensure that marketing has all information and content regarding publicity commitments for sponsors and partners.
 - 7. Fund Development Event Logistics Chair and Committee
 - a) The Chair and committee shall be responsible for securing and maintaining contracts for venues and vendors at all fundraisers after approval by the Finance VP and President.
 - (1) They shall provide necessary details including insurance, securing catering options, and identifying entertainment for all events.
 - (2) They shall develop day-of volunteer schedules, decorations, signage, timelines, etc.
 - b) The Chair is responsible for maintaining sign in lists for membership credit reporting.
 - c) Members from this committee may be designated to serve as the coordinator of a particular fundraising event (including but not limited to Touch-a-Truck, Jog-a-Nooga, and League on the Links) to ensure all timelines are met.
- E. Membership Council
 - 1. The Membership Council is headed by the Vice President of Membership and composed of the following roles and chair which represent the following committees:
 - 2. Membership Assistant Vice President
 - a) The Membership AVP shall be responsible for planning, supervising, and keeping record of the completion of Members' required placement and minimum annual membership credits.
 - b) She shall assess all such Active members throughout the League year in order to ensure that the committee position or Placement is valuable for both the Active member and the League.
 - c) The Membership AVP coordinates with all Membership council chairs to ensure targets for membership recruitment and retention are met, communicates with the VP of Marketing and Public Relations to ensure that all Membership events are promoted to new members, active members, sustaining members, and prospective members.
 - d) She assists the Membership VP with evaluating reports on active member credits and organizes monthly Membership Council meetings.
 - e) The Membership AVP will serve as the New Member Mentor Coordinator, training and facilitating the New Member Mentor process.
 - f) The Membership AVP will roll up to the Membership Vice President the following League year.
 - 3. Leadership Training Chair and Committee

- a) The Leadership Training Committee shall coordinate all educational opportunities for JLC, including annual leadership training, create council specific training curriculum for the year, and plan and execute all sessions (which may include skills training and additional outside training hosted by JLC).
- b) The Committee may help organize training and development opportunities in connection with cross-council meetings, as determined by the President and President Elect.
- c) The Committee shall plan and facilitate leadership development opportunities through speakers at the GMMs and at least bi-annual leadership development opportunities outside of GMMs.
- d) JLC Mentorship Program
 - (1) The Leadership Training Chair and Committee will work with the Sustainer Liaison and Sustainer Advisory Council Chair to implement and coordinate the JLC Mentorship Program.
 - (2) The Leadership Training Chair shall have primary responsibility for the orientation session content (typically held in July-August), monthly development communications to mentor/mentee pairs, distributing and evaluating surveys throughout the course of the program, coordinating desired networking events, assisting with the end of year program, communicating to the membership about the program benefits, and setting up applications for the subsequent year.
 - (3) The Chair or her designee shall oversee these efforts.
- 4. Membership Engagement Chair
 - a) The Membership Engagement Chair will work to increase retention of members and improve member satisfaction.
 - b) She will regularly communicate with all committee chairs to keep them informed of upcoming events, coordinate at least quarterly “just for fun” activities, and organize/plan monthly supper clubs.
 - c) The Chair will also coordinate welcoming, orientation, and integration of new transfers throughout the year, in coordination with the New Member Mentor Coordinator, as well as maintaining contact with non-resident active members.
- 5. New Member Mentors
 - a) The New Member Mentors serve as a guide through the on-boarding process for New Members joining JLC.
 - b) Mentors must contact their New Members on at least a monthly basis in order to serve as a resource for questions, information, and guidance in completing the on-boarding process.
 - c) The New Member Mentors will receive training from the Membership AVP, who will serve as the New Member Mentor Coordinator.
- 6. Recruitment Chair and Committee
 - a) The Recruitment Chair and Committee’s function shall be to recruit potential members to JLC.
 - b) The Committee shall work with JLC Actives and Sustainers, as well as the community at large to inform potential New Members about JLC, its programs, and its membership requirements.
 - c) The Chair shall coordinate as necessary with other JLC committees.
- 7. Sustainer Advisory Council Liaison
 - a) The Sustainer Advisory Council Liaison shall work with the Sustainer Advisory Council in their efforts to coordinate the following:
 - (1) Activities of the JLC Sustainer luncheon,
 - (2) Ensuring a smooth transition from Active to Sustainer status,
 - (3) Evaluating Sustainer needs as they relate to JLC.
 - b) She will organize the marketplace for the Sustainer Luncheon and write/obtain articles focused on Sustainers for League Chatt and/or Jottings.
 - c) JLC Mentorship Program

- (1) The Sustainer Liaison will work with the Leadership Training chair/Committee and the Sustainer Advisory Council Chair to implement and coordinate the JLC mentorship program.
 - (2) She shall have primary responsibility for promoting the program to sustainers and recruiting mentors, evaluating and pairing mentor/mentee applicants, planning and outlining the orientation session, evaluating surveys that are distributed by the Leadership Training Committee, helping coordinate any desired networking events, planning the end of year program, and communicating to the sustainers about the program benefits.
- F. Nominating and Placement Council
1. The Nominating and Placement Vice President, Assistant Vice President, and Committee members shall be slated by the prior year's Committee.
 2. The Committee's function shall be to:
 - a) Prepare the slate of candidates for election to various offices of JLC;
 - b) Fill openings in slated and non-slated positions within JLC throughout the year;
 - c) Direct the slating process for leadership and train members on the process;
 - d) Direct the placement process for membership and train members on the process;
 - e) Cooperate with the AJLI Area III Nominating Committee and, whenever possible, suggest candidates for Area III Slates.
 3. The goal is for the Committee to consist of equal portions of members with three years or less of Active experience in JLC and members with more than three years of Active experience in JLC.
 4. The Nominating process and procedure is later defined in the document (XXIII Nominating Process)
- G. Diversity and Inclusion Council
1. The Diversity and Inclusion Vice President, Assistant Vice President, and Council function to:
 - a) Support JLC by raising awareness;
 - b) Offering guidance to our organization and our members; and
 - c) By participating in purposeful dialogues and activities within the committee, helping to assess the current JLC membership to identify underrepresented groups, detect any barriers to diversity and inclusion, and recommend strategies for improvement.
 2. The Council should plan four trainings for JLC and/or community per year and one GMM training per year.
 3. The Council will work alongside Community Engagement, Fund Development, Marketing and Public Relations, and Membership to foster and develop new partnerships throughout our community.

XXII.SUSTAINER ADVISORY COUNCIL ROLE

The job of the Sustainer Advisory Council (SAC) is to provide advisory assistance to JLC. Accordingly,

- A. The Sustainer Advisory Council assists in communicating JLC's purpose, events, and programs to the Sustainer community.
- B. It does not make decisions for JLC, but shall keep the League informed of community trends, opinions, and needs as they relate to future projects, programs, and fundraising.
 1. The SAC shall be composed of Sustainers and an Active member serving as the Sustainer Liaison Chair. The Council, ideally should comprise of an accountant, a financial consultant, and a legal advisor, with up to twelve total members representing but not limited to the following categories:
 - a) Government
 - b) Justice- law, law enforcement, criminal justice, judiciary
 - c) Education- public, private, university or college, administrative
 - d) Social Services- public, private, family (child welfare, women, aging, etc)
 - e) Arts- museum, art councils, performing and/or visual arts, preservation, architecture
 - f) Media- newspapers, television, advertising, public relations
 - g) Business- industry (manufacturing, finance, insurance, retail), Chamber of Commerce

- h) Agriculture
 - i) Transportation
 - j) Medical- public, private, healthcare (mental health, substance abuse)
 - k) Funding- public, private, foundations (e.g. United Way)
 - l) Advisors- legal council, financial, accountant
2. The term of a SAC member shall be two years. The composition of the SAC should be staggered so that half the Council rotates off every other year.
- C. The SAC is responsible to advise JLC on matters deemed important to JLC functions, such as future projects and fundraising. It is to aid in communicating the purpose and programs of JLC to the community. SAC members shall also be available to assist in a particular area of expertise as needed.

XXIII. NOMINATING PROCESS

- A. All Active members in good standing as of the deadline for applications shall be eligible for a slate position, with the exception that the President-Elect must also have previously served on the Board to be eligible for the President-Elect position. The Nominating and Placement Vice President shall affirm the eligibility of each candidate prior to the review of applications.
- B. The Nominating and Placement Committee Slate timeline is as follows:
 1. Bring forth a recommended slate for ratification by the general membership, to be completed by April 1st.
 2. The proposed slate must sit for thirty days prior to the voting meeting.
 - a) Independent nominations for any position must be received by the Nominating and Placement Vice President at least two weeks prior to the voting meeting.
 - b) Any such nomination must be in writing, bearing the signatures of at least ten Active members in good standing and with the written consent of the nominee.
 - c) Such additional names shall be presented with the slate at the time of the general membership vote.
 3. Proposed slate to be ratified by Active members during the voting meeting.
 - a) If additional nominees have been presented, a paper or electronic ballot will take place at the voting meeting. The Nominating and Placement Vice President will administer ballots and confirm results.
- C. President Elect Timeline
 1. The President-Elect interview and selection process should begin by October, be presented to membership by November, and voted into office by January.
 - a) The Nominating and Placement Committee may present up to three equally qualified candidates to the general membership at least thirty days prior to the voting meeting.
 2. Presented candidates will be ratified by the general membership to determine the President-Elect.
 - a) If only one candidate for President-Elect is slated by the Nominating and Placement Committee and there are no independent nominations, that candidate will be submitted for ratification by the general membership.
 - b) Independent nominations must be received by the Nominating and Placement Vice President at least two weeks prior to the voting meeting.
 - (1) Any such nomination must be in writing, bearing the signatures of at least ten Active members in good standing and with the written consent of the nominee.
 - c) If additional nominees have been presented, the Nominating and Placement Vice President will present all candidates to membership prior to the voting meeting, and candidates will have the opportunity to present to the membership prior to a paper or electronic ballot.
 - (1) The Nominating and Placement Vice President shall administer and confirm the ballots.

XXIV.REMOVAL FROM OFFICE

The attendance of members at assigned Board, Council, Committee, and Membership meetings is critical to the efficient and expedient processing of JLC matters. Accordingly,

- A. Any member of JLC who is absent from more than one Board meeting without explanatory notification to the President will, at the discretion of the President, be considered to have resigned her position and will be assigned a new Placement to be completed by the end of the League year. Upon approval of the resignation by a majority vote of the Board, the Board member shall be notified in writing by the President
- B. Any member of JLC who is absent from three council meetings without explanatory notification to their Vice President and approval by that Vice President will be considered to have resigned her position and will be assigned a new Placement to be completed by the end of the League year. Upon the approval of the resignation by a majority vote of the Nominating and Placement Council, the Council shall be notified in writing by the Nominating and Placement Vice President.
 - 1. In the event a member of the Nominating and Placement Council is to resign, the Board of Directors shall approve the resignation, assign a new placement, and notify the member in writing.
- C. Council and committee members who fail to fulfill duties will be asked to step down from their position.

XXV.ASSET PROTECTION AND FISCAL MANAGEMENT PROCEDURES

The Board, members of the Finance Council, or any other member shall not fail to maintain JLC's assets. Accordingly, they may not:

- A. Fail to ensure the assets against theft and casualty losses to at least eighty percent replacement value.
- B. Fail to maintain Directors and Officers liability insurance in an amount greater than the average for comparable organizations.
- C. Fail to carry a fidelity bond on employees and members to protect assets.
- D. Open an account without approval from the President and Treasurer.

Accordingly, the Board shall, as recommended by the Finance Council:

- E. Approve an annual budget
 - 1. Prior to planning for or approving a budget, the Board of Directors shall have all information necessary to make an informed decision.
 - 2. The Finance Council shall draft the annual budget for the upcoming League year to be presented to the Board by March.
 - a) The standing Board shall vote to approve the annual budget prior to the end of the fiscal year.
 - b) The incoming Board shall ratify or make amendments to the annual budget at the first Board meeting of the League year.
 - 3. The annual budget shall be continually monitored by the Finance Council and potential revisions shall be presented to the Board for approval.
 - 4. Each committee must submit expenditure requests to the Treasurer prior to the expense for approval.
 - 5. Each reimbursement to individuals shall require receipts attached to expense forms. All expenditures for a committee shall be reported to and approved by the committee Chair and Council VP. Failure to follow the appropriate budget expenditure procedures may result in denial of reimbursement.
 - 6. Receipts must be submitted for any purchases made using the JLC corporate credit card in accordance with audit compliance.
 - 7. The Board shall ensure that each committee will not exceed budget for the League year.
 - 8. The budget shall annually include provisions for increased savings, debt reduction, planning for future programmatic grants, and the required 6% net fundraiser proceeds designated for Land, Building, and Equipment.

9. The goal of each fundraiser is to have the event costs at no more than twenty-five percent of the total earnings.
 - a) Should the Board determines a fundraiser is unable or unlikely to raise projected and budgeted funds, the Board may vote to cancel the fundraiser upon a determination that cancelling the fundraiser is more prudent than proceeding with the fundraiser.
 - b) Net proceeds from fundraising events should be designated as follows:
 - (1) 6% of the total earnings shall first be set aside for Land, Building, and Equipment;
 - (2) The remaining 94% shall go back into the mission and programs of JLC with 25% being designated for the current League year and 75% being designated for the following League year.
- F. Receive monthly reports and current financial statements (to be reviewed at each Finance Council and Board meeting) and shall appoint and/or dismiss independent auditors for an annual audit, review, or compilation . The Finance Council shall serve as the audit or review committee to meet with the auditors and report to the Board as part of its monitoring function.
- G. Protect the organization's assets by, to the extent possible, directing the organization's investment counsel toward prudent investing.
- H. Approve all acquisitions and dispositions of real property or commitments to leases. All purchases of five hundred dollars or greater shall require at least three bids; however this requirement may be waived by the Board.
- I. Ensure state and federal tax requirements are met.
 1. File and pay quarterly sales taxes by the 20th day of the months of July, October, January, and April.
 2. Ensure annual federal tax return forms are filed by an independent auditor/accountant on time annually.
- J. With the assistance of the Finance Vice President, the Treasurer and the Executive Coordinator, properly compensate all employees.
 1. Receive employment timesheets by the 10th and 25th of each month for submission to payroll service within 72 hours prior to the 15th and final day of the month.
 2. Ensure bi-annual payroll taxes are paid and annual employee tax and independent contractor paperwork is completed through independent payroll service.
- K. With the assistance of the Finance Vice President, the Treasurer and the Executive Coordinator, ensure appropriate internal controls through security and division of financial duties, which shall include but are not limited to the following:
 1. Whenever possible, all checks and deposit slips shall be prepared electronically using account software by the Administrative Assistant or the Treasurer.
 2. Expenditures greater than \$250 shall require two signatures for payment, excluding recurring payments/bills that may be signed for or authorized by the Administrative Assistant per JLC Bylaws (Article X, Section 3b).
 3. Deposits shall be prepared by the Administrative Assistant and transported to the bank by the Treasure or Finance Vice President within 48 hours of preparation.
 4. Funds collected at any JLC event shall be counted and signed for by at least two members in leadership positions using the proper reconciliation paperwork. All funds shall be returned to JLC within 48 hours of any event for processing.
 5. Accounts shall be reconciled monthly by the Treasurer not later than the 15th day of the following month and reported to the Finance Council and Board at their next respective monthly meetings.
 6. Check stubs shall be kept in numerical and date order and affixed to appropriate invoices, receipts, and/or expenditure request forms for proper filing and accounting.
 7. The annual books shall be closed and all funds transferred not later than fifteen days following the end of the League year jointly by the incoming and outgoing Treasurers, and a list of all accounts payable and receivable shall be furnished to the selected independent auditor/accountant for review.
 8. Funds collected at the League House or at any JLC event shall be done so using locking cash boxes or other secure means and monitored at all times possible by more than one individual.

- L. Ensure fundraisers are successful.
 - 1. The Finance Council along with the Fund Development Council shall ensure that all fundraiser sponsors/vendors have been invoiced by 30 days prior to each event. Payments from sponsors/vendors are considered due by fifteen days following invoicing and are considered late at 31 days following.
 - 2. The Administrative Assistant shall develop and submit all invoices in communication with the Treasurer and appropriate chairs.
- M. Ensure donors are properly acknowledged.
 - 1. The Administrative Assistant shall issue donation acknowledgment letters to each donor within thirty days of receipt of any donation or payment. Letters shall be signed by the President, the Event Coordinator, Corporate Sponsorship Chair, and/or community relations/networking chair.
 - 2. Annual tax acknowledgement letters for any donations shall be prepared by the Administrative Assistant and postmarked by January 31 for the preceding calendar year.
- N. Disperse funds to the community as possible.
 - 1. No donations of funds or JLC goods may be made to any organization without approval of the Finance Council and potentially the full Board. Donations to identified Community Engagement partners shall be given priority. Members are permitted to personally purchase goods or tickets for donation to organizations of their choice (i.e. a member may purchase a cookbook to donate to a local school auction) without approval.
 - 2. Multi-year contracts for donations to community partners should be avoided unless funds for each year are already secured.
 - 3. Funding to the community shall be strategically planned by the Board and membership in advance with respect to fairness and equality in grant making using a carefully communicated and prescribed process.
- O. Ensure dues and funds are safeguarded.
 - 1. Funds for subsequent years, such as dues paid in advance, shall be safeguarded in separate accounts to ensure those funds are not spent prior to the appropriate League year.
 - 2. Dues paid to JLC for the AJLI shall be safeguarded and paid promptly to AJLI by the annual due date.
- P. Ensure strategic fiscal planning
 - 1. The Finance Council shall provide annual training to the Board and general membership on financial matters and basic fiscal management for the League.
 - 2. Funds held in savings accounts or available through credit shall not be drawn upon without prior vote by the full Board after careful consideration and with a recommendation by the Finance Council for a process of repayment of funds.
 - 3. The budget shall be continually monitored and managed to ensure all debts are satisfied and savings are allocated for future projects and operational needs.

XXVI. PUBLIC RELATIONS AND PUBLICITY

JLC will serve the community as determined by our mission, vision, and values. Accordingly,

- A. The Board shall endeavor to protect the name “Junior League of Chattanooga, Inc.” and all copyrighted or trademarked names or material from misses and shall take all action which may be advisable to that end. This shall include, but not be limited to: Dinner on the Diner, Seasoned to Taste, Jottings, and League Chatt.
- B. No one shall send correspondence in the name of JLC or its committees without the consent and signature of the President.
- C. No publication of JLC may accept political ads due to our 501(c)3 designation in line with our interest of fairness to a diverse membership.
- D. All media information concerning JLC activities must be coordinated with the Marketing and Public Relations Vice President. All press releases must be issued only by the Marketing and Public Relations Vice President and the President.

- E. Members, agents, or employees of JLC shall not give out any public statement or other information or participate in any interview concerning JLC or its activities without approval of the Marketing and Public Relations Vice President and President.
 - 1. Members approved to interact with the media should be formally trained through JLC prior to the communication
- F. The official name of JLC, Junior League of Chattanooga, Inc. shall be used in all correspondence, statements, and publicity connected with the business of JLC.
- G. It shall be the responsibility of JLC to notify AJLI of any publicity designed to extend beyond its community area.

XXVII. LEADERSHIP TRAINING

In order to develop the potential and leadership skills of JLC membership, leadership training opportunities will be available for Board members, Chairs, New Members, and the general membership. Accordingly,

- A. The Board of Directors and/or Leadership Training Committee shall outline within the Strategic Plan the annual opportunities for JLC members.
 - 1. Each general membership meeting (GMM) shall hold some training aspect.
 - 2. The Leadership Training Committee will present at least two training opportunities per League year, separate from GMMs, to train members in skills that may be beneficial to the League.
- B. Conferences: JLC will pay expenses for delegates to be sent to approved conferences.
 - 1. The Board is to determine which AJLI meetings- Regional, Seasonal, and Organizational Development Institute (ODI)- the membership shall send delegates. The Board will select the members.
 - 2. AJLI Annual Meetings for the President and President-Elect are to be included in the budgeting process.
 - 3. Members are to be responsible with the use of JLC dollars. Expenses will be reimbursed as follows for out-of-town conferences:
 - a) \$40 per day for meals and tips
 - b) Mileage at a rate equivalent to the federal rate for automobile mileage
 - 4. The delegate must complete an Expense Form and submit it to the Treasurer.
 - 5. Regional meetings should be attended by an interested group in order to develop leadership skills within JLC. The number of attendees shall be determined by the Board based on budgetary constraints.
 - 6. Based on geographic location and budget allowance, ODI meetings are encouraged as part of the JLC growth process.
 - 7. Members wanting to register and attend conferences or meetings as a non-delegate participant may do so by notifying the respective Vice President of registration, planned attendance, and personal funding.
- C. Leadership opportunities are shared primarily by the President and President-Elect by sitting on program-appropriate community committees in order to gather and forward to the Board and the membership information regarding the community.
 - 1. Advocacy
 - a) As determined by the strategic and/or annual plan, other Sustaining or Active members in good standing may also be designated by the Board of Directors to serve in various Advocacy groups consistent with the mission, vision, and values of JLC.
 - b) Delegates may serve on program-appropriate community committees and boards related to the current League initiative when supported by the Council Vice President and approved by the Board for advocacy and awareness purposes
 - c) Delegates should report on a routine basis to the Council Vice President.
 - d) Representatives shall be responsible for helping JLC identify community, regional, and national issues related to our League of Learners initiative, and develop/implement a plan for JLC to address and advocate for resolution to these issues.

2. TAPA

- a) A designated member may also serve as JLC's representative to the Tennessee Advocacy Public Affairs Committee (TAPA) through the Junior Leagues of Tennessee during the years the League chooses to have a relationship with TAPA.
- b) The Board shall vote each year as to whether JLC will be a member of and participate in the activities of TAPA.
- c) If the Board chooses membership, then as a TAPA Member League, JLC will abide by the policies and procedures governing TAPA, as adopted and amended from time to time by TAPA's member leagues.
- d) The affirmative vote of 3/4 of Active members of JLC who vote at a GMM at which such a proposal shall be presented shall be required in order for JLC's TPAP delegate to cast an affirmative vote on behalf of JLC for TAPA Position Statements and Public Stands.
 - (1) If, however, JLC already adopted the same or a substantially similar Position Statement or Public Stand by vote of the membership of JLC, an affirmative vote of 2/3 of JLC's Board of Directors who are present and voting at a Board meeting at which such proposal shall be presented shall be sufficient to cast an affirmative vote for said TAPA Position Statement or Public Stand.
 - (2) To cast an affirmative vote for any and all other TAPA actions and proposals shall require the affirmative vote of 2/3 of the members of the Board of Directors of JLC who are present and voting at a Board meeting at which such a proposal shall be presented.

XXVIII.SPECIAL NEEDS

JLC strives to be sensitive to the special physical needs of our members and guests and encourages each member to identify those needs through open communication. JLC will consider those special needs in the choice of volunteer assignments, committee selections, site selection, and meeting room configurations.