



# THE JUNIOR LEAGUE OF PHILADELPHIA

## Strategic Plan 2020 – 2025

### Our Mission

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

### Our Vision

*Empowering and equipping women to be catalysts for lasting community change.*

### AJLI Diversity & Inclusion Commitment Statement

*The Junior League welcomes all women who value our Mission. We are committed to inclusive environments of diverse individuals, organizations, and communities.*

## 1. Civic and Community Impact

Make a measurable, positive, and sustainable impact on the Greater Philadelphia region.

1. Identify and implement hands-on volunteer opportunities for members
2. Foster partnerships with other non-profit organizations, businesses, interest groups, and academic institutions to promote voluntarism and increase our volunteer force
3. Employ a systematic process to evaluate issue-based community impact projects from early-stage development through implementation and beyond
4. Obtain annual feedback from community partners regarding impact and adjust projects accordingly
5. Conduct annual review and updating (as necessary) of governing documents with community partners
6. Increase public and/or political advocacy efforts; discuss issues with stakeholders in the community to increase impact
7. Develop and implement an investment policy that balances financial sustainability and distributing funds to community impact projects

## 2. Well-Governed and Sustainable League

Ensure structure and policies that promote strategic leadership, sound management, and ongoing financial health.

1. Provide trainings and perform regular evaluations of JLP paid employees to ensure that staff is supporting the needs of the JLP appropriately, effectively, and efficiently
2. Ensure that Annual Plans are implemented successfully
3. Develop a fundraising strategy that both fosters a culture of philanthropy within the JLP and raises money from sources outside of the League
4. Ensure that Board members are trained in their fiduciary responsibility for the organization
5. Develop an efficient, effective, and consistent transfer of information year after year, including a file storage system and timeline of when tasks are routinely completed
6. Develop a process and timeline to regularly evaluate vendors and providers
7. Develop budgets and finance request procedures that appropriately balance committee autonomy and Board/Finance Committee oversight
8. Develop a realistic fact-based long-term operations budget and reserve amount for headquarters to ensure financial sustainability

### 3. Diversity and Inclusion

Actively seek, welcome, and value the unique backgrounds and perspectives of all members and reflect the rich diversity of the Greater Philadelphia region.

1. Create and implement a strategic recruiting plan to identify diverse new member sources
2. Evaluate and Implement methods to make membership financially accessible
3. Promote a culture of inclusion, and ensure members' voices are heard across the League
4. Retain diverse members by promoting a culture of inclusion, and deconstruct organizational silos that lead to exclusive cultures
5. Develop and deploy strategies that usher a culture of inclusion in a manner that is more relational by way of focusing on what the aggregate group has in common.
6. Provide training and education on cultural competency, implicit bias awareness, and inclusion learning for all members
7. Research and request bids from vendors (suppliers, consultants, and other providers of goods and services) that are from diverse and underrepresented backgrounds
8. Co-locate and strategically work with diverse groups that reflect the audience we serve, and design and implement community-centered programs and initiatives for greater impact
9. Facilitate periodic evaluations to identify promising practices

### 4. Membership Growth and Engagement

Provide both formal and informal learning opportunities to develop leadership skills our members can apply personally, professionally, and civically.

1. Provide training consistent with our Mission and applicable to professional, League, and personal development of members
2. Leverage member skills and knowledge to further the JLP mission
3. Make training more accessible to members
4. Identify and make available training opportunities outside the JLP
5. Clearly communicate and post internal and external trainings available to members
6. Identify skill sets needed for each leadership role, and offer training to members who wish to acquire such skills

### 5. Training and Leadership Development

Foster an environment of lifelong membership, by offering women a value proposition they cannot find anywhere other than as a member of the Junior League of Philadelphia.

1. Provide regularly scheduled opportunities for all members to connect with one another socially, professionally, and through volunteer opportunities and trainings
2. Create and implement flexible training, volunteer, and meeting options
3. Reach out to new professional organizations, universities, and scholastic programs to recruit members
4. Promote and enhance networking opportunities
5. Ensure committee member accountability
6. Educate and communicate to the membership on a regular basis the strategic and governing work the Board of Directors is engaged in on behalf of all members
7. Increase transparency in the nominating process
8. Obtain and store membership feedback, data, information, and demographics

## 6. Image and Visibility

**With External Stakeholders - Elevate awareness of the JLP brand, its mission and its positive impact on the Greater Philadelphia region through integrated and sustained communications.**

1. Develop and employ a digital marketing strategy that inspires engagement on social media channels and drives visitors to JLP's web presence or to JLP hosted or sponsored events
2. Build or establish stronger relationships with the regional media to earn media coverage and third-party credibility
3. Invest in and activate professionally designed and strategically messaged advertising that creates a reputational halo for the JLP brand
4. Create greater synergies with partners and external stakeholders, as well as the brand equity of the JLP Thrift Shop, to jointly communicate the impact of all initiatives

**With Members - Create informed understanding of what it means to be a member of the League by supplying benefits-based messaging and open avenues for communication, participation, and community engagement.**

1. Clearly and regularly communicate JLP's mission and the values of being a member of the organization
2. Encourage conversation on the League's member-only channels
3. Spotlight impact-making League members on all communication channels