



JUNIOR LEAGUE OF  
**SAN DIEGO**

**Strategic Plan**

*2017 – 2022*

# ORGANIZATIONAL PROFILE

## Mission Statement

The Junior League of San Diego, Inc., is part of an international organization of women committed to promoting voluntarism, developing the potential of women, and improving the community through the effective action and leadership of trained volunteers. Its purpose is exclusively educational and charitable.

## Vision Statement

Through dynamic training and meaningful connections, the Junior League of San Diego empowers women to be effective agents of change in their lives and those of others.

## Core Values:

- ❖ Community: We strive to serve and improve our community in critical areas
- ❖ Friendship: We offer an environment that promotes social interaction for the creation of lasting friendships
- ❖ Training: We develop women as leaders
- ❖ Service: We maintain an excellent standard of service to all stakeholders
- ❖ Nonpartisanship: We act free from party affiliation, bias, or designation

## Diversity and Inclusion Commitment Statement

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

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***JLSD is committed to serving the critical needs of the San Diego Community. Currently, our focus is on translational-age foster youth and human trafficking advocacy, as outlined below.***

## Community Impact Focus

The Junior League's community programs will support San Diego's transitional-age foster youth as they make the critical move into independent adult life.

## Policy Agenda

The Junior League of San Diego represents its members in the state public policy arena, with emphasis on efforts to: 1) assist legislative and other government or private bodies in the development of laws and policies affecting transition-age foster youth; 2) promote accessibility to affordable and stable housing for San Diego's transition-age foster youth; 3) support public policy that protects victims of human trafficking; and 4) collaborate with and support community partners that work to provide services to victims of human trafficking and transition-age foster youth.

# STRATEGIC PLAN

## **Goal 1: Establish the Junior League of San Diego as a Credible, Forward-Thinking Organization Capable of Creating Lasting Community Change**

Objective #1: Create a presence in the San Diego community on external boards and committees

Objective #2: Establish a model to effectively monitor and evaluate JLSD's community impact focus

Objective #3: Clearly define JLSD's desired brand and community identity

## **Goal 2: Create a Membership Experience Where All Members Feel Valued and Empowered Within the Junior League of San Diego**

Objective #1: Better engage and foster a loyal base of sustaining members, and ensure we offer them dynamic and diverse opportunities to connect, train, and add value to their lives

Objective #2: Explore and create opportunities and flexibility for members located in North County

Objective #3: Determine initiatives for recruiting and supporting a diverse membership that reflects the rich diversity of the San Diego community

Objective #4: Define and implement learning and training objectives for all levels of membership

## **Goal 3: Create a Welcoming and Revitalized Headquarters That Promotes Inclusion and Efficiency While Meeting the Needs of the Junior League of San Diego, Its Members and Our Mission**

Objective #1: Make 210 Maple a welcoming and safe for our members and community, while preserving the rich history and legacy of our League's headquarters to use as a resource for years to come

Objective #2: Promote 210 Maple as a valuable member benefit and encourage use for League events, meetings, and hub of mission-based work

Objective #3: Utilize 210 Maple restoration efforts and capital campaign as an avenue to engage sustaining and former members and highlight JLSD legacies to membership and the community

## **Goal 4: Create a Sustainable Fund Development Model That Consistently Represents the Junior League of San Diego's Brand**

Objective #1: Develop diversified event-based fundraisers and trainings

Objective #2: Establish an evaluation and monitoring process to ensure all fund development efforts consistently represent JLSD's brand and desired community image

Objective #3: Create a standing committee that focuses on annual fund, grants, corporate giving, planned giving and passive fundraising

## **GOAL 5: Develop Consistent, Streamlined Procedures to Effectively Accomplish the Junior League of San Diego's Goals and Mission**

Objective #1: Identify current member tasks, which are essential to League operations, and transition them to be managed by paid staff

Objective #2: Create a consistent training structure to provide leaders with the skills they need to successfully execute their leadership roles and ensure positive member experience

Objective #3: Streamline document management and project management procedures for leadership transitions

Objective #4: Train membership on communication and technology platforms