

**MISSION**

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

Women leaders as catalysts for lasting community change.

CORE VALUES

- Community Impact: We create positive community impact through service and programming.
- Women's Leadership: We train and develop women to be civic, community, and nonprofit leaders.
- Connection: We foster and nourish trust, friendship, and collaboration among our members and community partners.
- Nonpartisanship: We act free from party affiliation, bias, or designation.

DIVERSITY, EQUITY, AND INCLUSION COMMITMENT STATEMENT

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

COMMUNITY IMPACT FOCUS

Our League's community programs will mobilize resources to reduce food insecurity in the San Diego community.

POLICY AGENDA

The Junior League of San Diego represents its members in the state public policy arena, with emphasis on efforts to assist legislative and other government or private bodies in the development and support of laws and policies affecting our mission within our community.

**STRATEGIC GOALS AND PROGRAM OBJECTIVES (CONT.)****GOAL 1: IMPROVE MEMBERSHIP EXPERIENCE**

Key Initiative 1.1: Empower members to try new things, risk failure, and ask for help.

Key Initiative 1.2: Improve the Sustaining Member experience.

- Action: Develop a committee solely focused on sustainer engagement and activities.
- Action: Develop and implement a method to evaluate Sustaining Member engagement.

Key Initiative 1.3: Recruit and support a diverse membership that reflects the diversity of our community.

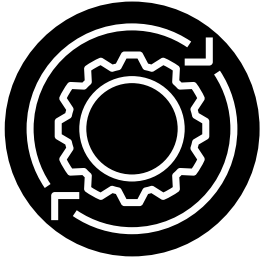
- Action: Develop a targeted recruitment strategy for leveraging and connecting with other organizations and sectors to promote interest in joining our League.
- Action: Measure and evaluate the success of recruitment programs to determine which strategies yield long-term members.

Key Initiative 1.4: Evaluate member perspectives, experiences and areas of potential improvement.

- Action: Evaluate membership structure and obligations to address member retention challenges.
- Action: Annually survey membership to gain vital information, including but not limited to diversity, equity and inclusion, satisfaction, and engagement to sustain and nurture our membership.

Key Initiative 1.5: Establish new programs to foster connection and retention.

- Action: Develop a consistent provisional training model that corresponds to the size of the provisional class and community needs, and provides a well-rounded member experience.
- Action: Develop a formal program for Transfer Members that provides a warm welcome to our League and increases awareness of our local practices.
- Action: Establish membership advisor roles by region, council, membership year or areas of need to improve knowledge transfer and promote sustainability of major initiatives.

**STRATEGIC GOALS AND PROGRAM OBJECTIVES (CONT.)****GOAL 2: STREAMLINE PROCESSES AND TOOLS FOR OPERATIONAL EFFICIENCY**

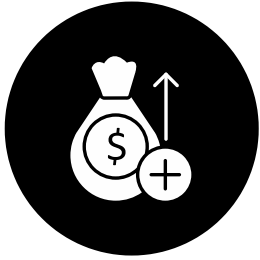
Key Initiative 2.1: Improve succession planning, transparency of decision making, and leadership transition in all League operations.

- Action: Archive, manage, train, and communicate League institutional knowledge, curriculum, and governance in a single platform.
- Action: Streamline technological platforms and promote the utility of leveraged products for better League transitions, member accessibility, and program efficiency.
- Action: Comply with the DEIB Checklist/Guidelines for all events, communications, and programming.

Key Initiative 2.2: Maximize 210 Maple as an asset of the League and the community.

- Action: Create a procedure manual for house use and rental.
- Action: Develop a comprehensive house rental strategy including, but not limited to, pricing, prioritization, utilization, and marketing that promotes the League brand and ensures user satisfaction.

Key Initiative 2.3: Identify and transition current member administrative tasks that are essential to League operations to paid staff or a dedicated team.

**STRATEGIC GOALS AND PROGRAM OBJECTIVES (CONT.)****GOAL 3: ESTABLISH A FLEXIBLE AND DIVERSIFIED FUND DEVELOPMENT MODEL**

Key Initiative 3.1: Develop diversified revenue streams that engage new donors.

- Action: Establish a dedicated team to execute Annual Fund campaigns, and coordinate grants, corporate giving, and planned giving donations.
- Action: Coordinate with community partners and organizations on collaborative fundraising events.
- Action: Set measurable targets to increase non-member participation in fundraising activities.

Key Initiative 3.2: Improve the donor experience.

- Action: Establish a team to oversee donor acquisition, engagement, and retention.
- Action: Streamline and improve the processes and platforms for donor giving.
- Action: Establish a clear communication plan to thank all League donors, recognize donor impact, and ask for donor feedback.
- Action: Launch an annual donor engagement event or campaign to thank donors.

Key Initiative 3.3: Ensure each fundraising campaign or event represents the League brand and mission, and promotes fiscally-balanced operations.

- Action: Establish a consistent evaluation and monitoring process to analyze current and future fund development efforts to ensure the appropriate allocation of resources.
- Action: Ensure fund development events and campaigns appeal to the varied demographics of Active League members, Sustaining Members and the community with respect to target audience, age, location, price and budget.

**STRATEGIC GOALS AND PROGRAM OBJECTIVES (CONT.)****GOAL 4: PROVIDE MEANINGFUL TRAINING AND DEVELOPMENT**

Key Initiative 4.1: Create consistent training on skills necessary to successfully execute leadership roles and ensure a positive member experience.

- Action: Develop an internal leadership transition program within each committee and council.
- Action: Create a training structure with three tiers of content: 1) internal League historical knowledge including technological platforms/systems; 2) external branding of the League through learning our mission and focus areas, including giving an elevator speech; and 3) personal/professional training to develop our members into well-rounded individuals serving our community.
- Action: Ensure all training opportunities offered support AJLI's core competencies.

Key Initiative 4.2: Enhance the scope and reach of our training program.

- Action: Evaluate revenue-generating and member-generating strategies for each training.
- Action: Create a structure and long-term plan to have mission-based and civic leadership training for members and non-members.
- Action: Support both web-based programs and in-person events to provide flexibility and fit life needs.

Key Initiative 4.3: Provide members with continual learning opportunities on diversity, equity, inclusion and belonging (DEIB).

- Action: Develop a DEIB training plan for all members.
- Action: Create a required DEIB leadership training and/or retreat program.
- Action: Infuse a DEIB component in training opportunities provided to membership.

**STRATEGIC GOALS AND PROGRAM OBJECTIVES (CONT.)****GOAL 5: MAKE A LASTING IMPACT IN OUR COMMUNITY OUTREACH AND ADVOCACY**

Key Initiative 5.1: Promote community partner communication to address unmet community needs.

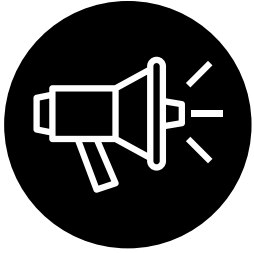
- Action: Create and maintain a database of community contacts and relationships to increase participation and impact.
- Action: Research and evaluate the use of a customer relationship management (CRM) platform to increase knowledge transfer and historical information.
- Action: Connect with other organizations and associations through community partnership activities and events.

Key Initiative 5.2: Provide opportunities for all members to support community partners focusing on food insecurity, including volunteer opportunities and in-kind or monetary donations.

Key Initiative 5.3: Educate and train our membership on our focus area by providing data on the needs of the community and the impact made by our members.

Key Initiative 5.4: Ensure there are diversified opportunities to serve our community and mission.

- Action: Work with community partners to find opportunities for impact that takes into account our DEI initiatives inclusive of location, time, and structure.
- Action: Provide opportunities for members to serve our League outside of committee work.
- Action: Leverage the house as an asset to serve our community and focus area through events and programming.

**STRATEGIC GOALS AND PROGRAM OBJECTIVES (CONT.)****GOAL 6: INCREASE BRAND AWARENESS THROUGH **MARKETING** AND COMMUNICATION**

Key Initiative 6.1: Optimize and implement a public relations and communications plan prior to each League year.

- Action: Identify communication plan timing, coordination among and between each event, and coordination with each council.
- Action: Identify and implement agreed upon metrics of success.
- Action: Develop processes to track, review and analyze data provided on all platforms used for marketing and brand awareness.
- Action: Promote post-event marketing to generate social media attention for events success.

Key Initiative 6.2: Align efforts for internal and external communication to streamline marketing requests and approval for execution.

- Action: Provide training and guidelines to membership to empower Councils to create brand standardized marketing.

Key Initiative 6.3: Foster partnerships with other non-profits, businesses, interest groups, media and educational institutions to increase visibility and membership opportunities.

- Action: Develop a visual case for support and membership opportunities at all events.

Key Initiative 6.4: Ensure all communications highlight our mission, community impact and promote membership.

- Action: Develop branding and communications training for all members.

**STRATEGIC GOALS AND PROGRAM OBJECTIVES (CONT.)****GOAL 7: SUSTAIN A FINANCIALLY HEALTHY AND VIABLE ORGANIZATION**

Key Initiative 7.1: Develop a strategic funding plan that supports the make-it, plan-it, spend-it model promoting a culture of philanthropy.

- Action: Develop a clear budget process for mid-year realignment.
- Action: Use historic (data driven) actuals to determine future budgets to set zero based budgeting.

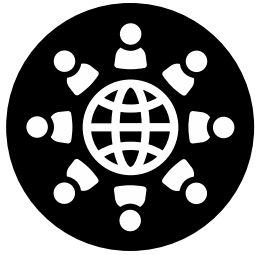
Key Initiative 7.2: Develop an efficient process to maximize financial payment process and funding streams.

- Action: Evaluate opportunities to use gift cards for funding sources.
- Action: Implement an online payment system for vendors and members that eliminates paper forms.

Key Initiative 7.3: Ensure leaders are trained in their fiduciary responsibilities.

- Action: Update the policy for cash reserves for the house and one for the operational expenses so it reflects the outcome of the reserves study.

Key Initiative 7.4: Post and provide information to our members on our financial health to increase awareness and transparency.

**STRATEGIC GOALS AND PROGRAM OBJECTIVES (CONT.)**

GOAL 8: PROPEL OUR LEAGUE TO BE **INCLUSIVE OF DIVERSE INDIVIDUALS, ORGANIZATIONS AND COMMUNITIES THAT VALUE BELONGING AND VOLUNTARISM**

Key Initiative 8.1: Work with Councils via Leadership to support and align efforts to drive DEIB (Diversity, Equity, Inclusion, and Belonging) alignment with League activities (impact shifts, fundraising efforts, membership outreach, etc.).

- Action: Develop processes and standardized procedures for DEIB programming.
- Action: Define and communicate DEIB goals to the League at the beginning of each year.
- Action: Present the results of the All-Member survey and identify tangible actions needed to promote DEIB in the League to all membership.

Key Initiative 8.2: Position our League to support diversity in San Diego by enhancing opportunities for meaningful partnerships and advocacy.

- Action: Seek opportunities to work with other diverse non-profit organizations to cultivate a diverse League membership and promote a culture of inclusion.
- Action: Evaluate community partners to ensure their mission aligns with our DEIB mission and values.