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# Junior League of Northern Virginia Strategic Plan

2015—2018

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## **OUR VISION**

*Empowering women to be a driving force to improve our community.*

# Executive Summary

In the coming League year we will embarked on new initiatives and build upon the work we've already started. These include new ways to engage with our members and prepare them to be leaders in the League and in our communities; programs and partnerships in our new focus area of combating childhood obesity through nutrition and physical activity education; and financial and fund development activities that support a sustainable organization.

The 2015-2018 Strategic Plan captures our vision and goals for the next three years, and offers a window into the kinds of initiatives we will undertake to advance our legacy of service, leadership, and community impact and continue to build better communities in Northern Virginia.

Beatriz Duque Long  
2015 – 2016 President

## Core Values

The Junior League of Northern Virginia believes in:



## The Junior League Organizational Identity

During the 2015-2016 League year, we will continue to explore how to capture and promote the JLN's organizational identity, or brand. How we share our story with members, supporters, community partners, and other stakeholders will play a key role in the success of the League and its members as catalyst for change. As the JLN works to goals within the 2015 – 2018 Strategic Plan, advancing our legacy of service, leadership, and community impact will remain our focus.

## MISSION STATEMENT

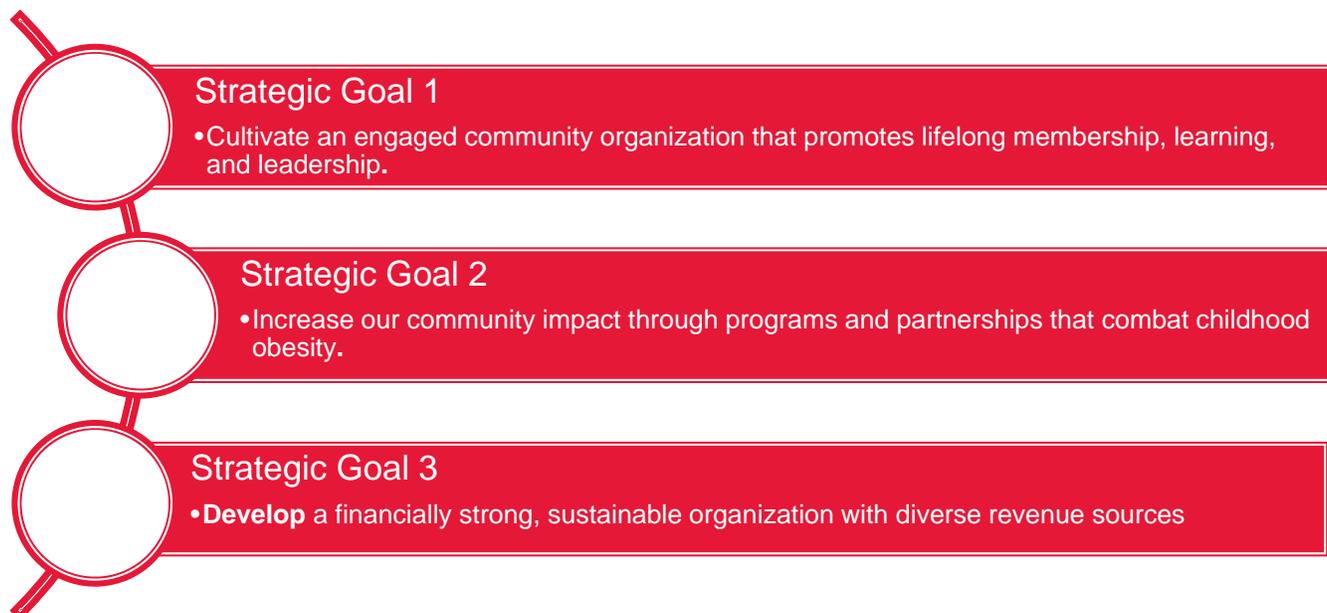
The Junior League of Northern Virginia is an organization of women committed to promoting voluntarism, developing the potential of women and improving communities through the effective action and leadership of trained volunteers. Its purpose is exclusively educational and charitable.

## Strategic Goals

### Overview of Mission and Strategic Goals

Each of the strategic goals in the JLNv Strategic Plan supports the development of a strong, healthy organization that is poised to effect positive change in the Northern Virginia community. The first goal, to cultivate an engaged community organization that promotes lifelong membership, learning, and leadership, is at the heart of the JLNv, and necessary to achieve the second goal, to increase our community impact through programs and partnerships that combat childhood obesity. The third goal, to develop a financially strong, sustainable organization with diverse revenue sources, is essential for successfully executing the activities that support the first two goals, and thus is the third pillar in the JLNv Strategic Plan. This triad of goals creates the environment for the JLNv to achieve its mission.

### Junior League of Northern Virginia's Strategic Goal Framework



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## Strategic Goal 1

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**Cultivate an engaged community organization that promotes lifelong membership, learning, and leadership.**

### Strategic Priorities

- I. Promote an engaged organization with an active role in the community and optimize metrics to understand membership engagement and satisfaction.
  - i. Improve membership recruitment, retention, and participation, within our current and future programming, fundraising, and overall desired community presence.  
**Target completion:** 2015 – 2018
  - ii. Increase annual Sustainer membership retention and participation.  
**Target completion:** 2015 – 2018
  - iii. Encourage inclusiveness by reaching out to diverse communities, developing culturally sensitive programming and cultivating partnerships with organizations that support diversity and inclusion.  
**Target completion:** 2016 – 2018
- II. Build increased value for membership through League-wide activities focused on leadership development and training.
  - i. Cultivate future League leadership candidates by implementing leadership development initiatives focused on early identification and mentoring for key leadership positions.  
**Target completion:** 2015 – 2016
- III. Position the League as a leading women's organization dedicated to improving the local community through the leadership of trained volunteers.
  - i. Expand recruitment and retention through effective communication of the League's values, vision and mission.  
**Target completion:** 2015 – 2016
  - ii. Increase the number of members serving in leadership positions in our community.  
**Target Completion:** 2015-2017

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## Strategic Goal 2

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**Increase our community impact through programs and partnerships that combat childhood obesity.**

### Strategic Priorities

- I. Combat the negative health impacts of childhood obesity through developing and supporting local community programs that promote nutrition and physical activity education, as well as raise awareness about the consequences of childhood obesity in Northern Virginia, in order to prepare children for future success.
    - i. Promote healthy eating through interactive nutrition education lessons and activities with children and families.  
**Target completion:** 2015 – 2016
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- ii. Promote active living through activities and programs that improve access to physical activity and open spaces.  
**Target completion:** 2015 – 2016
  - iii. Raise awareness with community leaders and the public about the negative impact of childhood obesity on children’s health, as well as the immediate need to address this issue in the Northern Virginia region.  
**Target completion:** 2017 – 2018
- II. Develop a strategic communications plan to further the League’s mission and community impact goals using measurable objectives, strategic outreach to target audiences with key messages, and brand awareness campaigns.  
**Target completion:** 2015 – 2016

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### Strategic Goal 3

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**Develop a financially strong, sustainable organization with diverse revenue sources.**

#### Strategic Priorities

- I. Conduct a financial analysis of League operations and establish and maintain financial metrics for a “financially strong organization.”
  - i. Maintain the sales tax exemption<sup>1</sup> target of administrative costs, including salaries and fundraising, not exceeding 40 percent of annual gross revenue.  
**Target completion:** 2015 – 2016
- II. Develop and implement a three-year fund development plan with diversified revenue sources.
  - i. Increase funds raised by 15 percent over the previous year.  
**Target completion:** 2017 – 2018
  - ii. Increase each fundraiser event’s net profit by 15 percent over the previous year.  
**Target completion:** 2017 – 2018
  - iii. Cultivate business/corporate partnerships in support of the League’s mission, operations, and community impact goals through the corporate sponsorship program.  
**Target completion:** 2016 – 2017
  - iv. Secure foundation, corporate, and government grants in support of the League’s mission, operations, and community impact goals.  
**Target completion:** 2016 – 2017
  - v. Increase community and member participants in giving societies and planned giving.  
**Target completion:** 2015 – 2016
- III. Communicate with members and external stakeholders about the organization’s financial activities.

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<sup>1</sup> In compliance with the State of Virginia’s Department of Taxation.

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# Supplemental Information

## Special studies and plans used as input to current strategic plan

- Results collected from the annual Active Member Survey
- The Issue Based Community Impact (IBCI) process was used to evaluate community need and lead the League to its new focus area and community impact goals.
- The Embracing Diversity and Inclusion to Build Better Communities Report supports the JLVN’s commitment to a diverse membership and serving diverse populations.

## Long-Range Planning List

The following strategies were considered but not included because:

- Strategy was recommended in a study or plan but fell beyond the three-year planning horizon;
- Strategy was recommended in a study or plan but did not directly support current goals;
- Strategy fit current goal(s) but were not considered a high enough priority relative to other strategies, and thus our resources were deemed too limited to pursue; and/or,

The following strategies should be kept in mind during future planning process, when incorporating new goals, and/or evaluating resources, as appropriate.

STRATEGY	CONSIDERATIONS
Explore AJLI’s Governance and Management Model as a way to strengthen the ability of the League to be a powerful force empowering the leadership of women for community impact.	Supports all Strategic Goals
Evaluate the League’s focus area based on community needs, League resources, and member interest, based on AJLI recommendations	Supports Strategic Goal 2.
Explore training partnership opportunities with area universities (e.g., George Mason University) and/or area businesses (e.g., SAIC, Booz Allen Hamilton).	Supports Strategic Goal 3.

### Additional Planning References

The JLNV Strategic Plan is the tool upon which the JLNV Annual Plan is based. The Annual Plan, coupled with the subsequent Annual Calendar, serve as the measurement tool for tactical activity to be achieved in one League year. Council and committee Policies & Procedures, and committee Activity Plans, document annual activities and processes utilized to support all JLNV activities in the Annual Plans, and underpin the accomplishment of the JLNV's Strategic Plan goals and priorities.



# The Strategic Plan

## An Outline for Achieving Success

The Junior League of Northern Virginia’s (JLNV) strategic plan outlines how the League will achieve its strategic goals over the next three (3) fiscal years. The strategic plan includes a year-by-year logic model that reflects the JLNV’s strategic goals and the strategies selected to reach these goals. The following table illustrates the relationships between the strategic plan, its goals and the strategic priorities selected to achieve these goals. The checkmarks in the table indicate which strategies will be addressed during the corresponding year.

<b>Strategic Goal</b>	<b>Strategic Priority</b>	<b>2015 -16</b>	<b>2016 -17</b>	<b>2017 -18</b>
<b><i>Cultivate an engaged community organization that promotes lifelong membership, learning, and leadership.</i></b>	Promote an engaged organization with an active role in the community and optimize metrics to understand membership engagement and satisfaction.	✓	✓	✓
	Build increased value for membership through League-wide activities focused on leadership development and training.	✓		
	Position the League as a leading women's organization dedicated to improving the local community through the leadership of trained volunteers.	✓	✓	
<b><i>Increase our community impact through programs and partnerships that combat childhood obesity.</i></b>	Combat the negative health impacts of childhood obesity through developing and supporting local community programs that promote nutrition and physical activity education, as well as raise awareness about the consequences of childhood obesity in Northern Virginia, in order to prepare children for future success.	✓	✓	✓
	Develop a strategic communications plan to further the League's mission and community impact goals using measurable objectives, strategic outreach to target audiences with key messages, and brand awareness campaigns.	✓		
<b><i>Develop a financially strong, sustainable organization with diverse revenue sources.</i></b>	Conduct a financial analysis of League operations and establish and maintain financial metrics for a "financially strong organization."	✓		
	Develop and implement a three-year fund development plan with diversified revenue sources.	✓	✓	✓
	Communicate with members and external stakeholders about the organization's financial activities.	✓		