



2015-2018

Junior League of the Palm Beaches Strategic Plan

OVERVIEW

The Junior League, one of the oldest, largest and most effective women's volunteer organizations in the world, has matured and evolved since it was founded by social activism pioneer Mary Harriman in 1901. The mandate, however, has remained unwavering: to develop exceptionally qualified civic leaders who collaborate with community partners to identify a community's most urgent and pressing needs and address them with meaningful and relevant programs and initiatives that not only improve lives, but also change the way people think. Today, well over a century later, the Junior League consists of about 150,000 members in 292 Junior Leagues in four countries.

The seeds of the Junior League of the Palm Beaches (JLPB) were planted in early 1941 when 15 community-minded women established what was then called *The Junior Welfare League*. Today, the Junior League of the Palm Beaches is a nonprofit organization of over 750 trained women volunteers dedicated to promoting voluntarism, developing the potential of women, and improving our community.

OVERARCHING GOAL

Suggested: The overarching goal of the 2015-2018 Strategic Plan as articulated by our mission and supported by our bylaws is to add value to our Palm Beach Community, league members and their experiences by becoming an *impact* driven organization. We are proud of our rich 75 year history and the capacity of our organization to significantly affect the quality of life for citizens living in Palm Beach County. We are committed to sustaining the values that are unique to our organization and anchor the organization in its next 75 years by continuing to share, inform and promote JLPB's core values in ways that are most relevant to our members and the community. The overarching goal of becoming an impact driven organization is supported by the major themes highlighted below, and elaborated on in the remainder of the document.

Goal 1: JLPB will invest in long term capital improvements as well as streamline processes to support the impact of our community programs.

Goal 2: JLPB will invest in long-term organizational processes to support the development of a healthy, happy and thriving membership.

Goal 3: JLPB will anchor the uniqueness of our impact driven programs in the community while celebrating and promoting our rich core values in the next 75 years

Goal 4: JLPB will continue to maintain its premier status as the "go-to" organization committed to volunteerism and developing the potential of women in Palm Beach County.

Goal 1: The structural frame focuses on the architecture of the organization. This includes goals, structure, technology, roles and relationships and coordination of them. The overarching theme of this frame is to invest in long-term capital improvements that will allow the management team to gather, report and disseminate impact driven programming at all levels. Furthermore, the board of directors is committed to streamlining a few processes that will ensure organizational efficacy and efficiency of our community programs.

Objective	Strategic Direction	Measure(s) 2016 and beyond
1. Continue to administer support services personnel that are essential and relevant to membership	Continuing the effective management of existing staff	President and EVP will continue to remain the Hiring Managers of these part-time positions and continue management responsibilities with bi-annual review presented to Board of Directors.
	Investing in hiring additional service providers to maximize impact both internally and externally:	<i>1st Priority: IT support, more specifically upgrading Closerware to more current databases that permit the data mining, processing and impact driven measurements at all levels both vertically and horizontally.</i> <i>2nd Priority: Marketing and Communications Support; 3rd Priority: Admin Support in areas that are historically low and under performing.</i>
2. Focus on creating a happier, empowered and thriving Leadership Team	Revisit organizational chart to maximize efficiencies for Management Team	President Elect and EVP Elect will present the outcome of their project to the 2015-2016 BOD. Ensure that Budget and Strategic Plan Timeline do not conflict and be mindful of the budgeting process and how this affects committee planning
	BOD and Management Team will be intentional about fostering collaborative communication channels	Board of Directors will determine a set of annual goals to be shared at the first joint BOD/Management Team retreat along with reasonable yet measurable outcomes for the entire league year. These goals will be revisited and monitored regularly to measure impact driven results both internally and externally.
	Job descriptions will be developed for Key Leadership Roles within the League	Nominating committee will ensure the systematic update of job descriptions for key leadership roles within the league in reasonable times to accommodate Nominating and Placement calendars.
	BOD will invest effort and resources in historically hard to fill positions	The BOD and Management Team will determine need and pair up Board Members with the positions that in the past, were hard to fill or had high turnover rates.
	Define a clear path to adopting new and/or pilot programs	<i>The BOD will define and approve consistent, informative, and relevant parameters for adopting new or pilot community partnerships that clearly align and support the mission, vision and strategic direction of the Junior League.</i>
3. Will become an impact driven organization to support the needs of the Palm Beach Community	Impact will be 1) collected, 2) tracked and 3) reported with internal and external stakeholders	Data aggregation will commence in 2016 with baseline information on impact driven measurements determined by the BOD at the start of their term. Information related to the health and vitality of our membership and success of our community partnerships will be collected, tracked on an annual basis and shared with all stakeholders.

Goal 2: The HR Frame emphasizes understanding people and their relationships. Individuals have needs, feelings, fears, prejudices, skills, and development opportunities. This lens enables one to focus on and understand the fit between the individual and the organization. The overarching goal of this theme is the investment in long-term organizational resources and processes to support the development of a healthy, happy and thriving membership

Objective	Strategic Direction	Measure(s) 2016 and beyond
1. Committed to investing in a healthy, thriving and impact driven membership by	Tracking and Investing in High Performing Members	Performance/Expectations standards will be set, communicated and evaluated on an annual basis for both Management Team and committee members so that those that have the highest propensity to lead are promoted within the league structure.
	Revisit Committee Structure	Committee Structures will be consistently revisited for efficiency, relevancy to prevent burnout and high turnover rates.
	Appreciate Members	Recognize the value members add by celebrating their successes and accomplishments in and outside our league.
	Maximize Point System for Impact Driven Results	Revisit current point system to address holes or inconsistencies based on member feedback and league need.
2. Addressing Placement	Commitment to create a process that best understands and responds to member needs	BOD and Placement committee will collaborate on fostering a placement process that best matches member's talents and abilities to league needs and opportunities. Careful thought and attention will be invested in tracking high performing members and keeping in mind each member's own leadership development path within the available league structure.
3. Membership Training	Invest in training of a healthy, vibrant, productive and impact driven membership	The organization is committed to raising the caliber of the Junior League Volunteer to meet community demands for a unified, qualified and impactful membership base. Meaningful trainings and expectations will be clearly articulated at the beginning of each year and consistently monitored and improved. <i>Promote webinars as relevant from AJLI.</i>
	Creation of Specialty Tracks	Job descriptions and special tracks will be shared consistently to develop the leadership potential of members.
	Invest in meaningful membership driven trainings	Identify and respond to meaningful trainings at every stage of the membership cycle: provisional, active, active gold and sustainer. <i>Promote our mission and values through repetition in various ways: behavior modeling, video's, messages.</i>
4. New Member Recruitment	Invest in recruiting members who share our mission and values	Committed to annually recruiting 90members and increase membership acceptance standards to support league functions. Investment will be made to recruiting the highest caliber members who align with junior league mission.
	Create the profile of a model Junior League Volunteer	<i>Establish a clear set of values and behaviors desired of a junior league volunteer; invest in training of our set of values; consistent repetition of our values; decide on a evaluation criteria for members that reflect commitment to these values.</i>

Goal 3: The political frame sees organizations as jungles, arenas, or contests. This frame emphasizes power, competition, and winning scarce resources. Diverse values, beliefs, interests, behaviors, and skills provides the rich context for the allocation of power and resources. The set of objectives below will anchor the uniqueness of our impact driven programs in the community while celebrating and promoting our mission in the next 75 years.

Objective	Strategic Direction	Measure(s) 2016 and beyond
1. Create an Internal Measurement Scorecard	Track internal performance of member satisfaction and community impact	Monthly scorecard prepared by the Executive VP with data from all vice presidents and chairs. Board will determine the measurement data points and will involve chairs in measuring, tracking, reporting and celebrating impact.
2. Create an External Measurement Scorecard	Track community project progress and successes	Quarterly data will be reviewed/scored/discussed/reported by the BOD with the purpose of highlighting community impact of our programs. Help community understand that our signature fundraisers (see Symbolic Frame below) support our mission.
	Committed to consistent tracking of baseline data	Identify baseline indicators that will be tracked each year. This determination will be recommended by council VP's with board approval. This baseline may be added to each year in addition to the already established areas of interest, but not subtracted. Both quantitative and qualitative impact indicators will be tracked and reported.
	Celebrate Impact Externally	Qualitative and Quantitative data will be shared with community partners with the help of the JLPB Impact Driven Report. Use of testimonials, video's, etc will be refined to reflect the JLPB brand and highlight Impact on the Palm Beach County Community.
3. Maintain the "GO TO ORGANIZATION" Status in the Palm Beach County Community	Personal Leadership	Help members and community see the value of our membership. Provide user friendly tools they can share about JLPB at every and any entry point available: prospective members, returning members, sustainers.
	Community Presence	After brand tagline, vision and values has been established, disseminate it along with impact to community at large
	Political Presence	While the JLPB is a non partisan organization, we maintain a pulse on County, Statewide and National politics with the purpose of informing our members about affects of legislation on our mission. Use the weight of the SPAC to weigh in on local issues of interest.

Goal 4: The symbolic frame captures organizational life and focuses on meaning and faith. This context engages the heart and head of the members and it focuses on ritual, ceremony, story, play and culture. Members' roles play out in the everyday efforts of the organization. The focus of this frame challenges leaders to create and maintain faith, beauty, and meaning. The objectives below are articulated to support the overarching goal, where the JLPB will continue to maintain its premier status of "go-to" organization committed to volunteerism and developing the potential of women in Palm Beach County.

Objective	Strategic Direction	Measure(s) 2016 and beyond
1. Designated hub of women who move to Palm Beach County. GO TO ORGANIZATION	Articulate our JLPB Brand to clarify and enhance organizational strengths	Revisit Values of JLPB, articulate them, promote them, train volunteers, repeat. As organization grows, we continue to be committed to the Palm Beach Community, dedicated to improving the lives of others and ourselves through the programs supported by our volunteer efforts. Articulate those values.
	Promote our values to internal stakeholders: our members	Our organization will remain relevant by listening to the needs of our membership. Highlight members on our website that are of different backgrounds and had different tracks into and through the junior league. Highlight cultural diversity and inclusiveness. Dispel myths related to socio economic status and job descriptions.
	Promote our values to external stakeholders: the community	Establish JLPB as an Impact Driven Organization. Highlight the 75 year rich history. Highlight the investment of time and money. Display the impact annually on our website (thermometer). As a result of our leadership trainings, any organization who receives a junior league volunteer on their board sees the benefit of our leadership, training and skill development.
2. Maintain the "uniqueness" of our services and purpose in the community	Committed to developing the potential of women	Help prospective and active members understand they do not have to choose between working and volunteering, they can accomplish both within the flexibility of the structure, programs and opportunities offered at JLPB.
	Committed to adding value to Palm Beach Community through the programs and partnerships offered	Consistently revisit the health and vitality of our partnerships and help them align with the strategic direction of our organization. Committed to annual evaluation of our programs and partnership for impact measurement and success. Establish an evaluation process consistent through all community events for board review.
3. Invest in building brand supported and strategic initiatives	Fundraising Events that align with our strategic plan and direction	Committed to developing fundraising indicators to track event viability and measure success.
	Community Partnerships	Consistently evaluate community events and track successes for impact driven measurements. Celebrate impact!
	Community Programs	Cotillion is a community program that will be re-branded and organized to align with the genuine intent this program has offered for several decades. A committee (involving committee members, board members and community members) has been appointed by the president to explore best direction for upcoming years.