

**Junior League of Miami  
Strategic Plan 2021 – 2024**

**1. STRATEGIC OBJECTIVE: COMMUNITY IMPACT**

**OVERVIEW**

JLM is viewed as a respected partner within the community, particularly around our issue area. The League focuses our members' energy, resources and time in a manner that creates greatest potential impact in this area.

**GOALS**

1. Establish an issue-based approach to community impact, which consists of measurable community goals, a menu of strategies, and projects that align with member interests and stakeholder relationships. The approach must take into account the diversity of the community and include a variety of voices around the table.
2. Introduce updated criteria upon which we select community partners as well as a metrics-driven approach to measuring the impact of our programs and relationships.
3. Train 85% of new and active members in the League's focus area so that they can be ambassadors for the League's work.

**2. STRATEGIC OBJECTIVE: MEMBERSHIP**

**OVERVIEW**

JLM is committed to recruiting and retaining members who reflect the diversity of our community and believe in our mission, and to providing a League experience that is enriching to our members' lives.

**GOALS**

1. Convey our commitment to diversity and inclusion through the entire membership experience, beginning with recruitment, and embed it into all aspects of League life.
2. Create a recruiting plan that acknowledges gaps in diversity as defined by the racial, ethnic, age, wealth, educational, etc. demographics of Miami-Dade County.
3. Map and measure the touchpoints and milestones along the membership continuum to determine opportunities to increase retention and engagement. Work towards a 90% year-over-year member retention rate.
4. Ensure that all membership activities tie to the League's mission, focus area and strategic plan, and align with member interests.
5. Build increased value for membership through League-wide activities focused on leadership development, mentoring, training.

### **3. STRATEGIC OBJECTIVE: FINANCIAL STABILITY**

#### **OVERVIEW**

JLM is positioned to sustain itself both financially and through its membership model, in order to fulfill its mission and support the community.

#### **GOALS**

1. Train members on JLM governance, including administration, finances, fundraising, legal entities, etc., and how our operations impact membership and mission.
2. Establish a plan to re-invest the proceeds from the sale of Inn Transition North real estate in order to last at least 33 years (the number of years JLM owned ITN) and contribute directly to the focus area determined by the Community Impact Taskforce.
3. Develop a plan to diversify fundraising efforts so that 75% of income is derived from non-event and non-dues revenue (i.e., grants, annual giving, planned giving through estate planning, membership contributions, JLMF).

### **4. STRATEGIC OBJECTIVE: VISIBILITY**

#### **OVERVIEW**

JLM is seen as a champion and community resource within our focus area, and as a premier volunteer organization for women who are empowered as civic leaders driving community impact.

#### **GOALS**

1. Establish relationships with community leaders including local elected officials, nonprofits, NGOs, and foundations, with an emphasis on those within our focus area, to create meaningful opportunities where our members can act as ambassadors for JLM and advocates for our focus area.
2. Host one annual event open to the public which positions us as a convener within our focus area.
3. Train members to be knowledgeable in the basics of civic leadership, nonprofit board governance and philanthropic service leveraging the AJLI seven Core Competencies.
4. Create a two-year marketing plan that clearly and consistently communicates the League's focus area, community role, organizational and individual member accomplishments. Update all League branding and marketing materials with a D & I lens.