STRATEGIC PLAN
2020
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STATEMENT OF PURPOSE

The fundamental purpose of **Strategic Plan 2020** is to align the mission and the vision of the Jacksonville Urban League (JUL), and outline the strategy for managing and operating the JUL. Its reasoning is based upon an internal and external assessment of the organization, a historical overview of the agency and an outline of fundamental business strategies coupled with specific goals, objectives and action items. In general, **Strategic Plan 2020** will serve as a guide and blueprint for achieving the vision of the JUL over the next five years—**2016** through **2020**.

ORGANIZATIONAL MISSION

To assist African Americans as well as other underserved communities to secure economic self-reliance, parity, power and civil rights.

ORGANIZATIONAL VISION

To be a leading advocate for promoting access to quality education, economic opportunity, civic engagement, health and wellness.
CORE VALUES

1. **QUALITY**: We make quality the cornerstone of all activities and commit ourselves to the highest standards in our delivery of services.

2. **RESPECT**: We are honest, respectful, and forthright in our actions. We are committed to operating in the best interest of our constituents, employees, and partners, with a goal of enhancing mutual respect among all segments of our society.

3. **TEAMWORK**: We achieve the best results by working together. We work as a team and value and respect the contribution of others.

4. **EMPOWERMENT**: We respect the needs and expectations of our constituents. We empower our employees who are committed to provide the service our constituents need.

5. **LEADERSHIP**: We lead by example in what we do. We take responsibility, provide guidance, and hold ourselves and each other accountable.

**FIVE POINT LEGACY**

- Provide quality services to constituents
- Ensure organizational sustainability
- Market the organization’s messages and services
- Build and maintain community partnerships
- Focus on securing and developing staff.
ORGANIZATIONAL OVERVIEW

Established in 1910, the National Urban League is the nation’s oldest and largest community-based movement devoted to empowering African Americans and others to enter the economic and social mainstream. Located in New York City, the National Urban League spearheads the non-partisan efforts of its local affiliates in 35 states and the District of Columbia, providing direct services to more than 2 million people nationwide through programs, advocacy and research.

In 1947, the Jacksonville Urban League became an affiliate of the National Urban League and began to fulfill its mission of creating equal access and equality for people of color in Jacksonville. In 1972 the organization had an eye towards affordable housing development and established a separate 501(c) 3, Housing Development Foundation, to fulfill that purpose and also to be an income stream for the Jacksonville Urban League.

The Urban League also administers social service programs in the areas of Comprehensive Housing Counseling, Employment and Training, Entrepreneurial Initiatives and Crime prevention for the most vulnerable populations in the City.

JACKSONVILLE URBAN LEAGUE CENTERS

1. **Center for Advocacy & Social Justice**: Advocating for regular and open communication between citizens and government, legislation promoting human potential over incarceration and a consistently just application of the law.

2. **Center for Education and Workforce Training**: Empowering the community through education, employment and job training assistance to youth, adults, senior citizens and veterans. Offering job placement for clients with different levels of experience.
3. **Center for Economic Empowerment:** *Developing and implementing financial strategies that empower individuals and small businesses to become successful.*

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**STRATEGIC PLANNING**

The strategic planning initiative included a comprehensive agency assessment, supporter and community survey, and an all-day retreat with the strategic planning committee of the Board. The strategic planning committee actively engaged in structuring a plan that was provided to the full board for input before the plan was finalized. In brief, the process included:

- **Taking stock:** A process of scanning the environment for three Empowerment Centers: Center for Advocacy & Social Justice; Center for Education & Career Development; and Center for Economic Empowerment.

- **Identifying, clarifying organization “core values”:** a set of common agreements about how an organization conducts itself and relates to its various stakeholders.

- **Reviewing, clarifying and affirming organizational mission and vision statements**

- **SWOT analysis:** An analysis of organization strengths, weaknesses, opportunities and threats in order to develop common perceptions; identify strengths, weaknesses, trends, and conditions, and to benefit from internal and external information.

- **Detailed review and examination of the organization’s four Empowerment Centers and review and revision of the goal statements for each, as appropriate**
The Jacksonville Urban League (JUL) strategic plan is an outgrowth of challenges with funding and achieving program services benchmarks. The related volatility of funding has raised the question of whether the JUL can continue to rely on traditional revenue-generating strategies to fund its mission into the future and meet the challenges of tomorrow. These challenges include:

- Government and philanthropic efforts which have fallen short of expectations.
- Highly recognized social sector institutions are increasingly viewed as inefficient, ineffective and unresponsive.
- Conclusion: Leaders of Social missions must look to new economic models for program and project funding.

To regain optimum health and vitality, the JUL recognizes that it must take action in key areas, and a few dramatic steps in others, to solidify the confidence and trust of all who depend on its services and advocacy work. These areas include:

- Mobilizing key stakeholders to fundraise and secure necessary resources to sustain the organization.
- Making services sustainable, and improving the quality of services.
- Developing new programs and services with a social enterprise focus.

THERE ARE 4 DRIVING OBJECTIVES OR RATIONALES FOR A SOCIAL ENTERPRISE:

1. To create and sustain the social values that is in line with the agency’s core mission. Social Enterprise Agencies seek to create sustainable improvements within their own local mission, but their actions and successes also carry the
potential of stimulating major improvements in their chosen arenas of effort – workplace training, housing, multi-cultural issues, etc.

2. To bring greater community awareness, understanding and support of the JUL mission while correcting public misperceptions throughout the community. When launching a new strategically planned and developed social enterprise or business, the Urban League would clearly benefit from a refreshment, restaging and repositioning of its Brand, i.e. the Jacksonville Urban League.

3. Most importantly, this increased market awareness of the JUL would bring about:

   • increased demand for new product and service solutions
   • increased philanthropy and giving for its capital funding through the generation of recognized success and increased positive brand awareness.

4. To generate an additional revenue stream for possible reinvestment back into the overall social mission.

This is a primary competitive and business objective of a Social Enterprise or new business project—to refresh, re-market or reposition the JUL as a social leader who stands on its own two feet — or is attempting to do so.

As we redefine the way we do business, our intent is to move the agency toward optimal performance by creating a culture of motivated, service-oriented staff and by utilizing their vast reservoir of talent and experience to take us to the next level.
STRATEGIC GOALS

GOAL 1: To Achieve Economic Organizational stabilization and Sustainability

GOAL 2: To Be known as a leader in providing high quality programs and service delivery systems.

GOAL 3: To Be a thought leader and catalyst around community issues

Objectives and timelines are internal.

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