



**Strategic Plan  
2025–2027**

Approved: 12/1/25

# Community

## Strengthen JLOEB's role as a catalyst for lasting community impact

### Strategic Priorities:

- Refine and widely communicate JLOEB's focus area to the public so our work addresses the most critical local needs in alignment with our mission and DEIB values.
- Deepen long-term, mutually beneficial partnerships with community organizations — prioritizing local, small, and under-resourced groups — so that both JLOEB and partners achieve greater impact,
- Broaden community enrichment through grants and beyond by offering funding, volunteer service, and reciprocal training and education opportunities that create sustainable impact for grantees.

### Key Results:

- A refined focus area statement endorsed by the Board and shared externally.
- 4–5 sustained community partnerships with multi-year engagement.
- Annual reciprocal training or knowledge-sharing between JLOEB and community partners.
- CEF grantees receive at least one form of ongoing support beyond their initial grant.

# Membership

## Create an inclusive, engaging experience that sustains membership and develops leaders for JLOEB and beyond

### Strategic Priorities:

- Enhance member experience and retention by aligning placements, social connection, and community engagement so members find value and joy in their League journey.
- Develop leadership pathways that prepare members at every stage — new, active, and sustaining — for meaningful roles inside and outside JLOEB.
- Foster a diverse and inclusive membership by recruiting across underrepresented areas and ensuring member and leadership demographics reflect the communities we serve.

### Key Results (examples):

- Member retention improves by 10% over baseline.
- A leadership academy and new member curriculum launched and in use.
- Growth in membership from underrepresented zip codes, moving toward community-reflective demographics.

# Finance

## Build a strong and sustainable financial foundation to advance JLOEB's mission

### Strategic Priorities:

- Ensure financial sustainability by diversifying revenue sources and strengthening existing fundraising efforts.
- Educate members, donors, and partners on our impact and fundraising strategies so that all stakeholders clearly see the value of JLOEB's fundraising and its alignment with our mission and community goals.
- Increase program investment by steadily improving the program expense ratio, aiming toward national best practice standards while staying realistic for JLOEB's structure.

### Key Results:

- An additional fundraising event or initiative launched with strong forecasted ROI.
- Program expense ratio trends upward annually, working toward 70% by 2028.
- All members trained to articulate the connection between fundraising, DEIB, and community impact.