

2022-2025
JLOEB STRATEGIC PLAN

Approved at April 2022 Board Meeting

COMMUNITY: Strengthen our community alliances to increase community impact

Proactive and inclusive approach to marketing, branding & community awareness of JLOEB & contributions to community organizations that reflect the diversity of the community and membership through:

- Partner with marketing to outline outreach campaign to support 2 - 3 campaigns; highlighting our contributions to the community and increasing partnership opportunities
- Comprehensive tracking system to outline short term & long-term community engagements

Relationship management through short term & long-term engagements with community partners that align with our mission and commitment to DEIB:

- Expand our community outreach opportunities with opportunities spanning Alameda and Contra Costa counties
- By 2025, have strong relationships with 4- 5 key community partners that align with our mission & focus area
- Mutual beneficial relationship development through attending 2 - 4 partnership events, yearly etc

Community Impact Engagement through:

- CEF Grants - Identify opportunities to connect our Fund development strategies & DEIB strategies to our CEF grant application process & ensure equal opportunity for organizations that align with our mission/vision
- Systematic continuous assessment of success:
 - ROI report every year to support our impact assessment
 - Partner surveys & interviews every 2 - 3 years
 - Membership survey every 1 - 2 years

FINANCE: Creating a more appealing financial position through sustainable revenue generation and increased program spend

SUSTAINABLE FUNDRAISING PLANNING

- The Fundraising and Finance Committee will use revenue, survey, and other data in the planning of JLOEB's fundraising efforts to ensure long-term sustainability with regard to profit.
- The fundraising committee will ensure that JLOEB fundraisers will be:
 - Strategic with clear plans to meet revenue targets,
 - Reflect our membership and the communities where we serve including taking place throughout our service area;
 - Include businesses that appeal to a wide demographic of our membership,
 - Prioritize businesses that reflect our mission and vision.

CLEARLY DEFINED VALUE PROPOSITION

- Develop tools and training to measure and articulate the impact of JLOEB's fundraising efforts.
- Define and train all members on the connection between fundraising, community and DEIB efforts.

FINANCIAL HEALTH

- Improve JLOEB's Program Expense Ratio year over year, working towards 70% by 2025.

MEMBERSHIP: Drive retention and leadership by creating mindful, inclusive and engaging experiences for all of our members

Improve the member experience and generate added value

- Design roles that connect to our mission, engage with and uplift our communities, and improve league health
- Leadership establishes and models group norms that are inclusive, supportive, flexible, and non-judgmental to allow for learning and doing
- Build trust by creating personal connections when members engage, including those between membership and leadership

Prepare and empower members for internal and external leadership opportunities.

- Develop training based on member feedback and the needs of the League that engages, motivates and equips members
- Ensure all members and speakers have exposure to DEIB training to foster inclusion and belonging as well as improve how we support community

Meaningfully engage Sustainers through communication and by providing a range of opportunities including:

- Leveraging sustainers' League knowledge and community connections to help the League evolve and remain relevant
- Awareness and inclusion of all membership types at community and League events

Continue to address member recruitment and retention to inspire lifelong membership for New Members, Actives and Sustainers

- Address member burnout and increase joy by providing a balance of committee work, social activities, and relationship building
- Leverage our community engagement to develop membership demographics that are more reflective of the communities we represent and leadership demographics that reflect our membership composition
- Meet members where they are by: providing support and protocols to help them navigate change and addressing gaps within our control when members leave