JELF STRATEGIC PLAN 2020-2024

Mission
JELF provides interest-free, last dollar loans for education beyond high-school to Jewish students from our five-state region.

Community Vision
Every Jewish student in need can borrow money interest-free from JELF to obtain the accredited higher education of their choice, without accruing high-interest debt.

Organizational Vision
JELF is an effective non-profit, supported by alumni, individuals and organizations, well-known throughout the communities it serves.

SUMMARY OF JELF STRATEGIC PLAN STRATEGIES

Strategic Area	Desired Outcomes	Strategies
Loan Program	1. Be able to efficiently and fairly process 1000 loans annually 2. Have a calculated formula that more accurately reflects JELF's applicants' last dollar needs	1. Determine how best to scale loan review process while maintaining fairness and personalized nature of the process – able to process 1000 applications annually 2. Review the loan application to assure that it best suits needs of JELF and students 3. Reconsider the formula for last dollar need, review annually, and revise as needed.

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Marketing	1. Have and implement an effective marketing plan that drives:
	   a. More applications - 1000 applications annually
	   b. More donors and larger donations - $4 million annually
		1. Create effective marketing products for reaching donors
		2. Create effective marketing products for reaching students in targeted segments
		3. Create and implement an effective marketing plan for students in our traditional market segments
		   Develop and implement plan to target new students in markets we have not previously targeted (e.g. unaffiliated high school students, college students, vocational, grad school, Tier 5-6 communities, younger students/families, etc.)
		
		4. Upgrade digital presence including website, SEO, social media platforms
		5. Develop and implement plan for continuity from borrower to donor

Resource Development	1. We have diversified fundraising that raises at least $4 million+/year from individuals, foundations and organizations, across our region ($400,000/100 applicants – this seems worth adding) 2. We have grown our out of state donations to 25% of the total 3. 50% of recent JELF alumni are giving annually	1. Increase our donors to achieve fundraising goal of $4 million/year by 2024 2. Develop and implement transformational, major, annual and legacy giving plans 3. Develop and implement plan for institutional foundation giving 4. Expand outreach into affiliated communities 5. Develop culture of alumni giving (Full Circle Society) 6. Develop and implement a professional and lay organizational structure to support raising $4 million annually 7. Evaluate various alternative financing options/structures (where donor becomes lender/investor)

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Investment / Finance	1. We have in excess of $4 million to lend 2. Have strong financials to obtain support from funders 3. We understand our cost of doing business. 4. Our investment fund supports sustainable growth of operations and infrastructure. 5. We have alternative financing structures that fuel our growth	1. Understand our unit economics and how this relates to organizational capacity 2. Have sufficiently strong financials in order to obtain support from our funders 3. Explore possibilities re: alternative financing sources (e.g. donors "taking risk" by owning the loan" – warehouse credit facility) 4. Explore helping recent grads (with good repayment records) refi high interest debt
Operations	1. Have an effective and efficient scalable loan origination and administration process while maintaining a personalized approach (an effective mix of personnel and automation) and the 99% repayment rate 2. Have an effective structure of personnel and personnel oversight outside of Atlanta 3. Have appropriate personnel for accounting and collections to maintain a 99% repayment rate	1. Have an effective secure, streamlined portal process that is a single repository of data accessible for all purposes – application processing, loan acceptance, payback and resource development, accessible by students and staff as appropriate 2. Determine metrics to evaluate increased efficiency and repayment rate 3. Create redundancy plan 4. Create organizational plan and reporting structure that takes into consideration expansion of staff for cohesive workforce
Expansion Beyond Our 5 States	1. Are able to decide whether to expand and how, when and where 2. If decision is to expand, develop an implementation plan	1. Study the paths that nonprofit organizations took to expand from a local/regional focus to new service areas. Ideally the various organizations studied will be at different stages in the developmental lifecycle 2. Articulate decision making criteria for expansion go/no-go decision 3. Develop a best practice model for how to expand (operations, governance, marketing, fundraising) to present to the board. Gain Board approval to proceed, if recommendation is a go 4. Create a detailed implementation plan for target expansion communities