

100-Day Action Plan

The first 100 days are critical for establishing trust, understanding the council's culture, and aligning priorities. My approach centers on listening, relationship-building, and disciplined assessment to position Pathway to Adventure Council for stability, growth, and long-term sustainability.

Before Day One

- Connect with board leadership and senior staff to refine this plan and ensure alignment.
- Introduce myself to staff and key volunteers to begin building rapport and trust.
- Review current financials, membership trends, fundraising performance, and major initiatives.
- Schedule introductory meetings with civic partners, major donors, and key community leaders.

Relationship Building & Community Presence

- Meet individually with every member of the Executive Board to understand priorities, expectations, and perspectives.
- Reconnect with Pathway to Adventure Council staff, volunteers, and key unit leaders to rebuild trust and establish open communication.
- Engage major donors, corporate partners, and foundation leaders to strengthen relationships and assess opportunities for renewed or expanded support.
- Reestablish civic connections across Chicago and Northwest Indiana, including municipal leaders, school districts, and nonprofit partners.
- Attend community events and networking opportunities to increase visibility and represent PTAC as a committed civic partner.

Staff Leadership & Organizational Alignment

- Conduct one-on-one meetings with all staff to understand strengths, challenges, and opportunities for support.
- Facilitate a senior leadership retreat to clarify priorities, roles, and expectations.
- Assess organizational structure, staffing alignment, and service-area needs to ensure efficiency and mission delivery.
- Identify opportunities for professional development and leadership growth within the team

Financial Assessment & Sustainability

- Conduct a comprehensive review of PTAC's financial position, including budgets, audits, investment strategy, and cash flow.
- Evaluate office space, camp operations, and major contracts to identify cost-saving opportunities.
- Review procurement practices, internal controls, and financial dashboards to strengthen accountability.
- Assess shared-service opportunities with neighboring councils to reduce overhead or generate revenue.

Fundraising & Revenue Growth

- Meet with VP of Development, development staff, and board leadership to assess annual giving, major gifts, and capital initiatives.
- Build a prioritized cultivation list of major donors, corporate leaders, and PTAC alumni.

- Strengthen donor stewardship practices and ensure clear communication around PTAC's mission and needs.
- Explore mission-aligned revenue opportunities such as carbon credits, solar leases, timber harvest, and battery energy storage systems.
- Review program fees, Family FOS strategy, and earned-income opportunities at camp properties.

Membership, Program, & Community Impact

- Review membership plans, retention strategies, and service-area performance.
- Meet with district leadership to understand local needs and opportunities for growth.
- Assess program quality, camp readiness, and promotional strategies for summer and year-round programs.
- Explore partnerships with schools, youth-serving organizations, and civic groups to expand access in under-resourced communities.
- Identify opportunities for new program initiatives aligned with Chicago's workforce, STEM, and community-development priorities.

Governance, Strategy, & Risk Management

- Review PTAC's strategic plan and align early priorities with board expectations.
- Meet with Finance, Audit, Investment, and Properties committees to understand current initiatives and risks.
- Review pending legal matters, land agreements, leases, and trust documents.
- Establish regular communication rhythms with Key 3 and senior leadership.

My goal in the first 100 days is to listen deeply, build trust, and establish the clarity and alignment needed for Pathway to Adventure Council to move confidently into its next chapter. This plan reflects a commitment to collaboration, transparency, and disciplined leadership.