

Build

Scale

Optimize

ROADMAP - ACL PATHWAY TO THE FUTURE

2026 Leadership Forum

Tom Sand, VP Plans



AGENDA

 ○ Setting the Course

 ○ Strategic Pillars

 ○ Implementation Enablers

 ○ What Success Looks Like

 ○ Questions



Roadmap - Setting the Course

Business As Usual

Put the enabling structure in place so the organization is fit for purpose.

Optimize



- ○ Normal operations
- ○ Risk reduction
- ○ Continuous improvement

Scale



- Rollout
- Adoption
- Targets met

Build

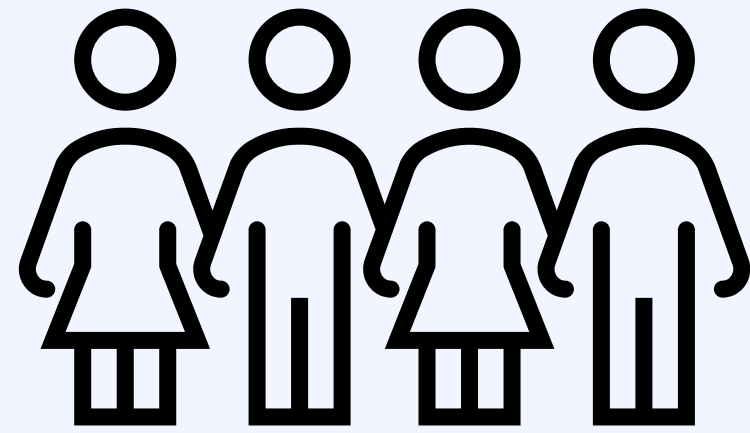


- Infrastructure
- Governance
- Early pilots



Our Four Strategic Pillars

- Engaged Volunteers



- Valued Partnerships



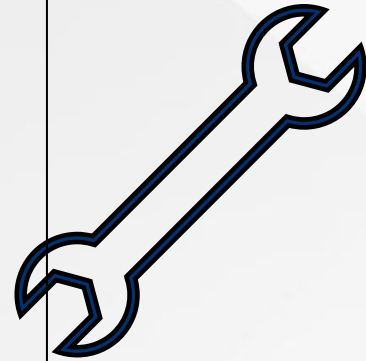
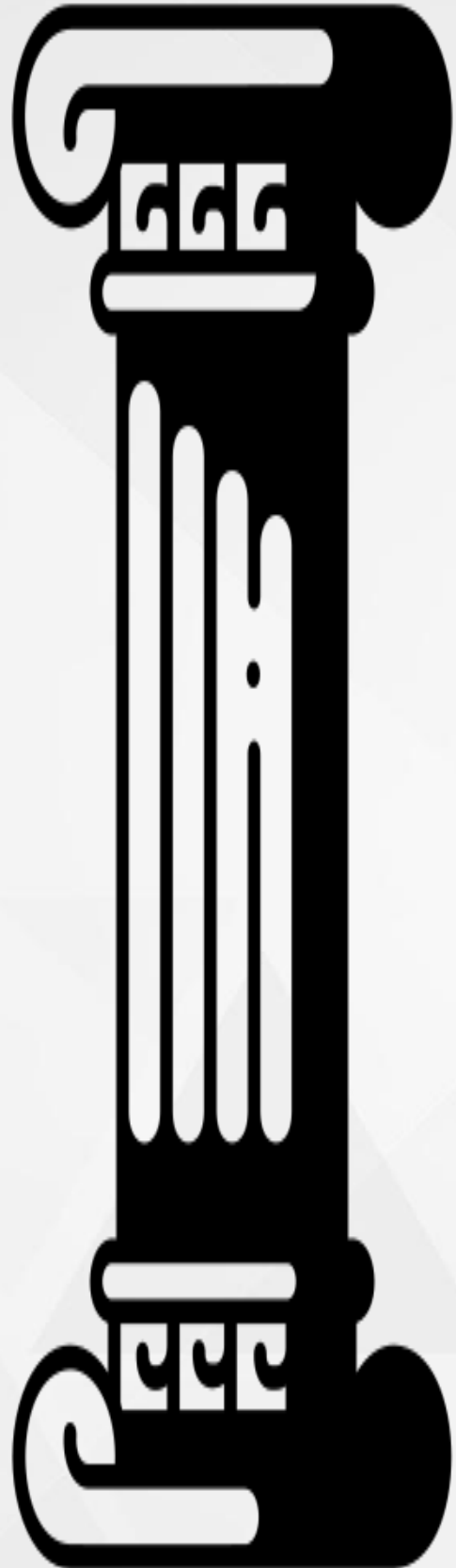
- Effective Governance



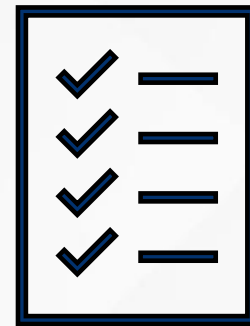
- Enduring Financial Stability



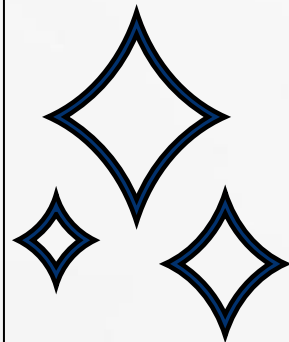
Pillar One: Engaged Volunteers



- Year 1: Build
 - Hub live;
 - Governance in place



- Year 2: Scale
 - Training standardized

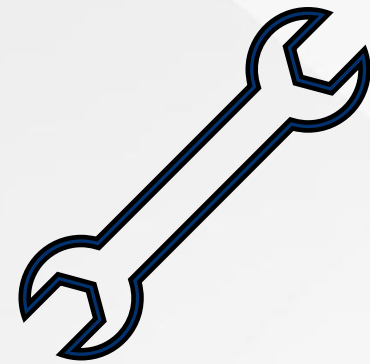
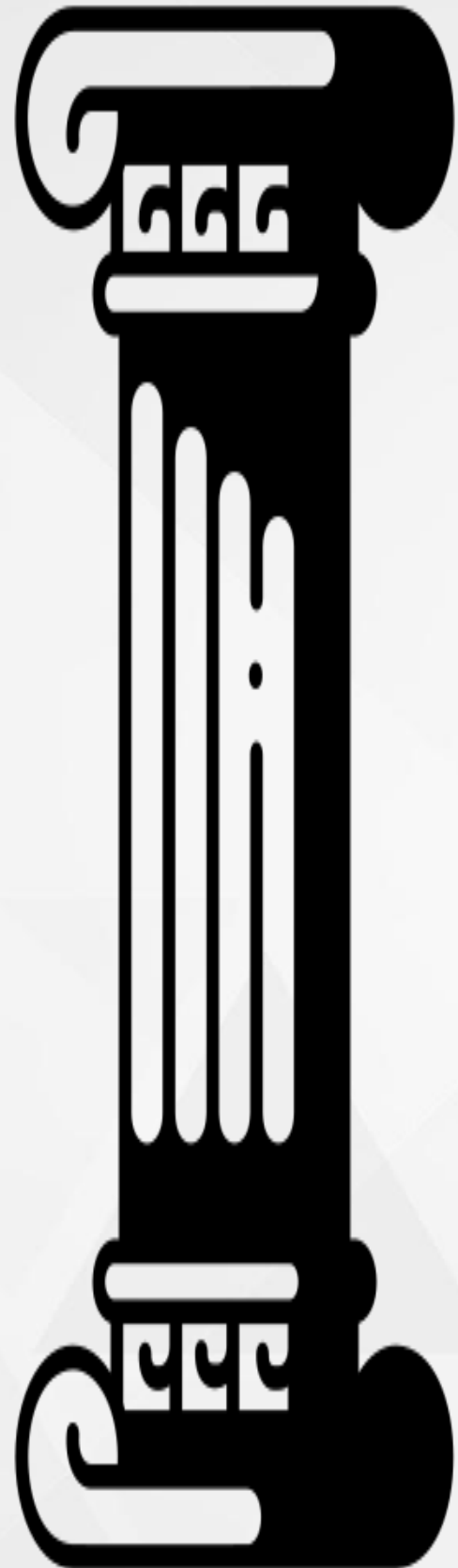


- Year 3: Optimize
 - Data-driven improvement
 - Continuous refinement

Measures: Hub usage, completion, satisfaction



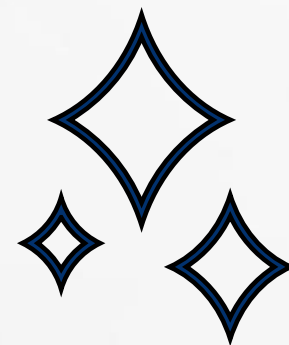
Pillar Two: Valued Partnerships



- Year 1: Build
 - League-led pilots launched
 - Charters and satisfaction tracked



- Year 2: Scale
 - Partnerships mapped & prioritized
 - Parent/guardian comms live

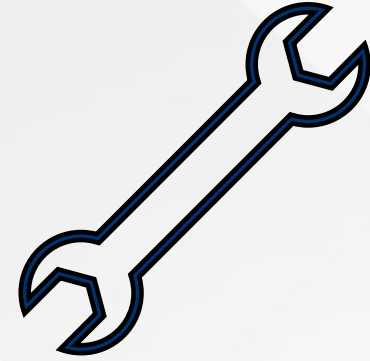
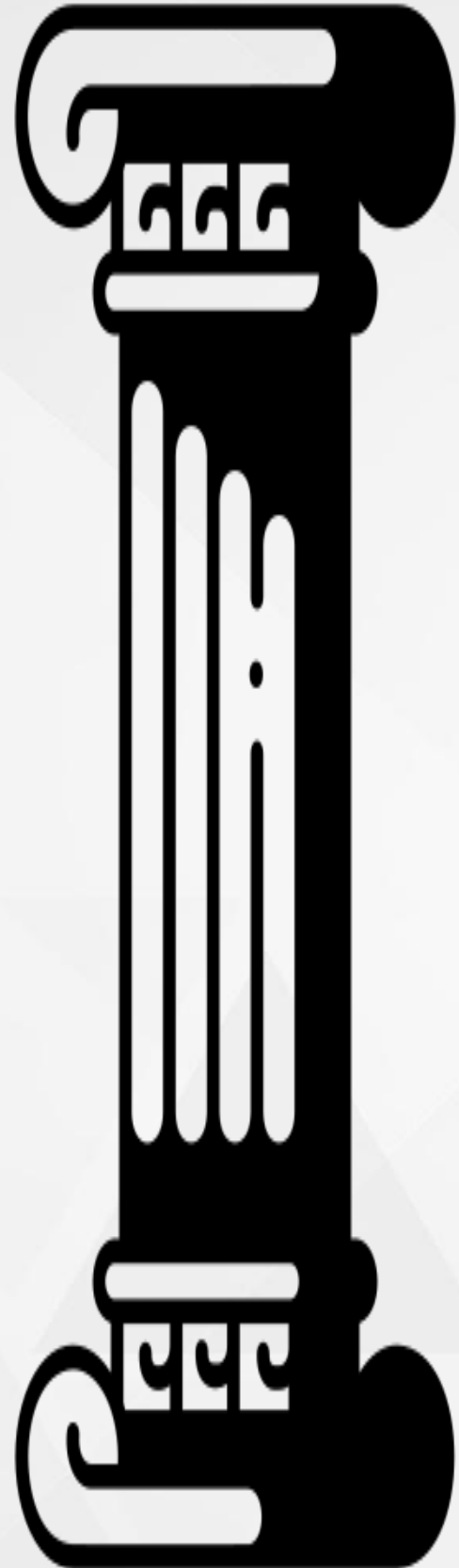


- Year 3: Optimize
 - Targeted agreements deepened
 - Advocacy engagements measured

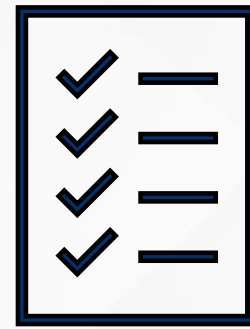
Measures: Pilots delivered, Agreements, satisfaction



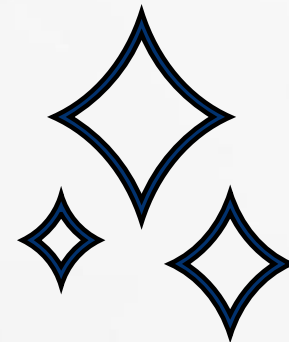
Pillar Three: Effective Governance



- Year 1: Build
 - Futures Committee established
 - Program-based model change



- Year 2: Scale
 - Framework & documents standardized
 - Reporting cadence adopted

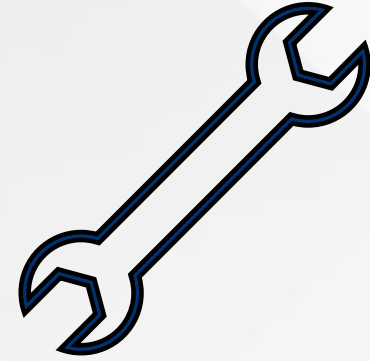
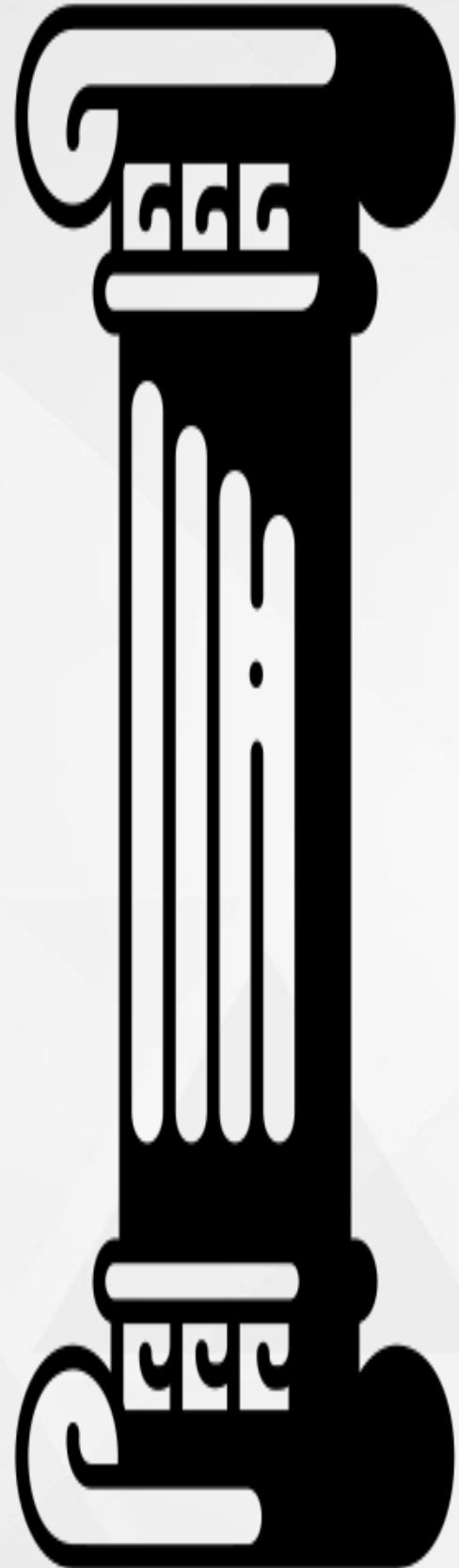


- Year 3: Optimize
 - Outcomes cycle business as usual
 - Continuous prioritization

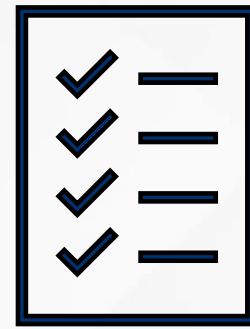
Measures: Reports delivered, outcomes tracked



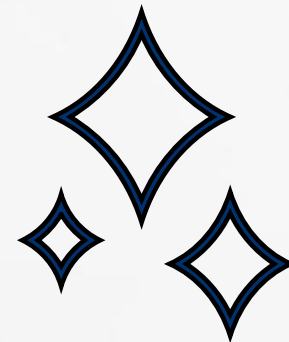
Pillar Four: Enduring Financial Stability



- Year 1: Build
 - Diversified funding
 - Program financial tracking



- Year 2: Scale
 - Assistance & fundraising platforms live
 - Active donor stewardship (track partner activity from lead generation to closed agreements) built



- Year 3: Optimize
 - Funding risk reduced
 - Government grants expanded

Measures: Funding mix, P&Ls, success rates



Implementation Enablers

Dashboard

Report

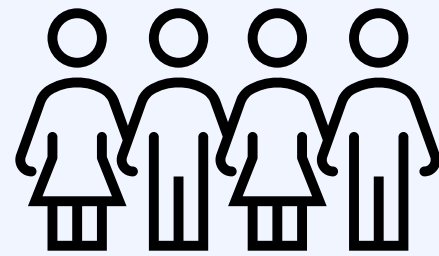
Owner

Adjust



What Success Looks Like

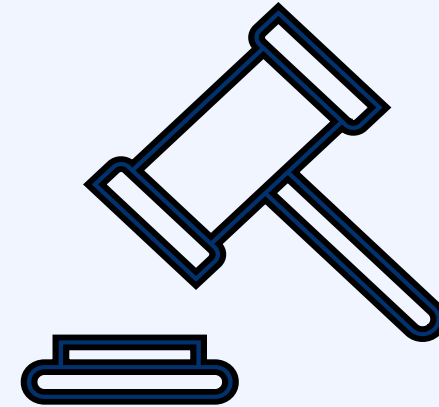
- Enabled & Supported
- Hub and training improving



- Pilots and agreements running



- Operating Framework
- Reporting and outcomes live



- Resilient & Transparent
- Diversified funding in place



Three interlinked goals: build foundations, scale delivery, optimize performance.



Questions

