

SOUTH'S KEY YEARS

SKY5

“FROM CONVENING POWER TO CATALYTIC IMPACT”



OUR APPROACH

“From Convening Power to
Catalytic Impact”

As we enter a bold new chapter, CSG South is building on a foundation of flagship services and programs—we’re ready to further position ourselves as a strategic catalyst for Southern states, amplifying leadership, unlocking innovation, and reshaping what’s possible in public service.

For nearly eight decades, we’ve proudly served as a trusted resource for elected leaders, guiding regional collaboration and offering essential policy support. Now, with the launch of the SKY 5-Year Strategic Plan, we are intentionally elevating our role—shifting from responsive service provider to proactive systems builder.

CSG South is evolving from a respected convener to an integrated engine of impact—where data drives policy, leadership is nurtured across all levels, and cross-state collaboration becomes a tool for exponential progress. We are committed to increasing regional revenue, advancing equity in access to resources, accelerating the pace at which innovation travels across state borders, and unlocking multi-sector collaborations that reflect the complexity of the challenges our states face.

This is not just a strategic plan—it’s a statement of intent. A declaration that CSG South aims to not just to inform governance—but to transform it—strengthening Southern governance, expanding opportunity, and equipping public servants to lead with clarity, courage, and a collective vision for the South.

Our Vision

To be the South’s most indispensable partner in cultivating resilient leaders, solving complex challenges, and shaping an impactful future for state governance

Our Mission

To champion collaboration, leadership, and innovation across Southern state governments by equipping public servants with trusted, nonpartisan resources to drive informed and effective policy that strengthens states

Our Values

This ethos supports the company’s dedication to helping state governments connect, inform, and implement sound public policy and operate efficiently.

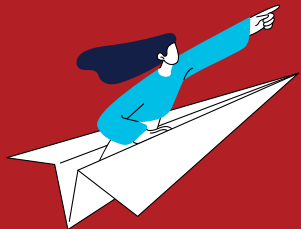
AMBITIOUS: We define ambition as having or showing a strong desire to exceed expectations. Results Matter.

ADAPTABLE: We pride ourselves on navigating through shifting sands and remaining flexible in various challenges and changes.

ACCOUNTABLE: We show up and accomplish what we say we’ll do! This principle reminds us that this is equally important when no one is watching.

SERVANT’S HEART: We strive to put member states’ interests above our own and practice grace and gratitude with external stakeholders and internal team members.

CREDIBLE: It is not merely a standard, but the essence that upholds the organization’s integrity.



GUIDING PRINCIPLES

We refreshed our core aspirations to reflect our evolving role and address the dynamic needs of Southern state governments.

By 2030, CSG South will be the preeminent catalyst for transformative state governance, uniting Southern states through bold leadership, visionary research, policy resources, and lasting partnerships. Rooted in service and fueled by innovation, we will elevate the role of state government in shaping solutions for today’s most pressing challenges and tomorrow’s limitless opportunities.



OVERVIEW

The Council of State Governments Southern Office (CSG South) has embarked on an ambitious and multidimensional strategic plan that defines its path for the next five years. This plan reinforces the organization's commitment to connecting, informing, and inspiring state governments across its 15-member states through innovative approaches to policy engagement, operational efficiency, financial sustainability, leadership development, and communications excellence.

This blueprint leverages the strength of CSG South's foundational programs while introducing dynamic strategies that position the organization as a premier resource and

collaborative leader across all branches of state government. It provides both a high-level vision and a detailed implementation roadmap, fortified with key performance indicators (KPIs) to measure success and accountability.

Measurement & Accountability

Each strategic goal is supported by a dedicated key performance indicator (KPI) measurement framework. CSG South will track and evaluate performance across multiple verticals—including finance, development, marketing, policy, and program—using industry-standard tools and transparent metrics. This approach ensures the organization remains accountable to its mission and stakeholders.

STRATEGIC PILLARS

STRATEGIC THEMES	FINANCIAL GROWTH AND STABILITY	OPERATIONAL EFFICIENCY AND TALENT DEVELOPMENT	MARKETING OUTREACH AND IMPACT	POLICY EXCELLENCE AND KNOWLEDGE SHARING	PROFESSIONAL DEVELOPMENT AND MEMBER ENGAGEMENT
5-YEAR GOAL	Drive regional revenue growth and expand strategic partnerships to ensure long-term financial resilience and programmatic excellence.	Strengthen operational infrastructure and advance technology adoption to support long-term growth, high-impact service delivery, and organizational excellence.	Expand audience reach, sharpen value-driven messaging, and position CSG South as the premier regional resource for state government innovation and leadership.	Enhance the accessibility, value, and reach of policy offerings to strengthen committee engagement and drive measurable outcomes across Southern state governments.	Leading resource for professional development by delivering high-impact, accessible, and strategically aligned training opportunities for state government staff and officials.
KEY STRATEGIES	CSG South aims to grow from a \$6 million to an \$8.4+ million operating budget to meet increasing demands and broaden its impact. Through a diversified development roadmap, the plan outlines new revenue models, expanded donor engagement, and long-term funding partnerships that will propel organizational growth.	The plan prioritizes technological integration, streamlined financial operations, and workforce development to build a sustainable internal structure that matches the external impact of CSG South. By evaluating existing infrastructure and aligning with future-forward tools and talent strategies, the organization will ensure it remains agile, effective, and responsive to the growing needs of member states.	The strategic plan establishes CSG South's marketing division as a full-service internal agency responsible for communicating the organization's value through contemporary, data-driven strategies. It will elevate member state profiles, programs, and initiatives across platforms, positioning CSG South as a visible and valuable knowledge leader.	At the core of CSG South's impact lies its policy work. This plan enhances traditional offerings with deeper expertise, accessible year-round content, and expanded platforms for engagement. By elevating policy products and curating high-quality research and analysis, CSG South will meet the time-constrained needs of policymakers with precision and relevance.	Professional development remains a cornerstone of the CSG South mission. This plan strengthens flagship programs while introducing scalable, digital training opportunities and in-state partnerships. It aims to foster leadership across all branches of state government, equipping public servants with tools to thrive and lead.





FINANCIAL GROWTH & STABILITY IMPACT

Over the next five years, CSG South will implement an ambitious yet achievable roadmap to increase its annual operating budget from \$6 million to over \$8.4 million, including revenue from the Southern Legislative Conference (SLC). This growth trajectory is essential to sustaining the organization's expanding scope, deepening its member impact, and investing in high-value initiatives across the Southern region.

Achieving this target requires a diversified and aligned development strategy that leverages innovative funding models, expands private and public sector partnerships, and explores untapped revenue potential across new markets. This includes cross-regional collaborations, philanthropic investment, and scalable programmatic initiatives that reflect CSG South's unique position as a convener, connector, and catalyst in Southern state government.

GOAL

Drive regional revenue growth and expand strategic partnerships to ensure long-term financial resilience and programmatic excellence.

KEY DELIVERABLES:

- **Reinstate Full Membership:** Develop and execute targeted strategies for Florida and Texas to rejoin CSG South as dues-paying member states, building on leadership transitions and legacy engagement efforts.
- **Five-Year Development "Engine":** Design and operationalize a comprehensive development strategy prioritizing revenue diversity, donor cultivation, and mission-aligned investment. The plan will also evaluate the Southern State Leaders Retreat (SSLR) as a recurring anchor for fundraising efforts.
- **Optimize SLC Revenue:** Conduct a strategic assessment of the Southern Legislative Conference revenue streams, focusing on capturing untapped value and creatively monetizing private-sector partnerships.
- **Launch Year-Round Development Presence:** Build and integrate a dedicated development page into the CSG South website to highlight funding opportunities and institutional giving channels.
- **Explore Fee-for-Service Expansion:** Evaluate and pilot a fee-for-service model for non-dues-paying state entities, public-private coalitions, and government affairs professionals, ensuring offerings align with CSG South's core competencies and policy deliverables.
- **Bridge Sector Gaps:** Identify professional development and training gaps across state government, especially in the judicial branch, and assess opportunities to create revenue-generating programs that address these needs.
- **Special Project Design:**
 - o Develop a five-year multi-partner endeavor focused on veteran and military-connected policy and data priorities collaborating with federal, state, and private sector partners.
 - o Design multi-state initiative(s) centered on specific regionally relevant policy areas, such as foster care, energy, water resilience, anchored by philanthropic and corporate funders committed to systemic impact.



KEY PERFORMANCE INDICATORS

FINANCIAL STABILITY AND GROWTH	• Maintain a net profit margin of \$750,000 annually (no less than \$500,000), with deferred reserves directly allocated to sustain CSG South's core programs. • Maintain an annual budget variance at or below ≤ 5 percent to ensure disciplined financial forecasting. • Sustain a 100 percent retention rate for current dues-paying member states (13 states). • Successfully reintegrate Texas and Florida as dues-paying member states.
NEW REVENUE GROWTH	• Achieve a minimum 7 percent year-over-year revenue increase, growing from \$6M to \$8.4M+ within five years. • Expand non-dues revenue by 10 percent annually through alternative funding strategies. • Design, pilot, and operationalize at least three new revenue models or streams by Year 4.
STRATEGIC PARTNERSHIPS AND FUNDRAISING	• Formalize a fundraising pipeline, tracking, and process using internal SOPs within the first year of SKY5 adoption. • Increase the number of new corporate donors contributing to CSG South by 25 percent within 5 years. • Achieve a donor retention rate of 50 percent for CSG South-related contributions year-over-year. • Launch a development webpage within six months of plan approval to elevate visibility and transparency of giving opportunities. • Sustain a cost-to-fundraising ratio of 30 percent or lower to ensure high return on development efforts. • Secure at least five new multi-year or high-impact funding partnerships annually. • Establish an annual grant submission process within the first year and maintain a submission rate of at least five proposals per year with a minimum success rate of 30 percent. • Complete 90 percent of the milestones for the 5-year development plan on schedule (e.g., completion of special projects, campaigns, key partnerships).



KEY INITIATIVES AND MILESTONES

FY	2026	2027	2028	2029	2030
NEW	Secure Texas and/or Florida				Reach the New Corporate Donors Goal
	Design and Pitch Veterans/Military Special Project (Major Gift Campaign)	Implement Phase 1 of Veterans/Military Special Project			
	Complete Revenue Assessment	Introducing at least three new revenue models/streams			
	Formalize the Development "Engine"				Development Plan completion milestones
	Development Webpage	Five new high-impact funding partnerships annually			
	Grant submission process	Five grant submissions annually			
CONTINUE	Continue sound financials and revenue growth with correct forecasting and annual net profit margins to fund programmatic initiatives each year.				
	Sustain the strongest region with 13 dues-paying states and deep member state involvement.				
	Achieve a donor retention rate of 50% year-over-year.				
	Sustain a cost-to-fundraising ratio of 30% or lower.				





OPERATIONAL EFFICIENCY & TALENT DEVELOPMENT

Objective: To achieve lasting regional impact, CSG South must maintain a high-performing, mission-driven team and deploy modern systems that increase agility, transparency, and productivity. As the organization expands in scope and ambition, it will invest in integrated technologies and performance-based talent strategies that enhance capacity, drive accountability, and sustain long-term value for its member states.

This strategic pillar supports the creation of an adaptive operational structure. CSG South will create an entity—governed by the CSG South Executive Committee—centered on a focused policy area and state-specific solutions intended to be an extension of the regional portfolio. By aligning human capital, financial stewardship, and organizational priorities, CSG South will sustain and accelerate its influence as an essential partner to Southern state governments.

GOAL

Strengthen operational infrastructure and advance technology adoption to support long-term growth, high-impact service delivery, and organizational excellence.

KEY DELIVERABLES:

- **Technology Modernization:** Evaluate existing systems and implement a three-pronged, integrated technology stack tailored to support marketing, policy, programs, and operations. The system will prioritize real-time data, key performance indicator (KPI) tracking, and intuitive dashboards that support decision-making at all levels.
- **Leadership Expansion:** Establish and fill two pivotal leadership positions—the Director of Marketing and the Director of Operations or Chief of Staff role—within the five-year strategic window to strengthen departmental leadership and execution capacity.
- **Performance Framework:** Define and implement a comprehensive KPI structure across organizational, departmental, and individual levels to align daily activities with strategic goals and budget planning. This performance-based approach will embed accountability and promote data-informed decision-making.
- **Talent Development:** Build a thriving internal culture through recurring professional development, structured career pathways, and routine feedback mechanisms that promote staff engagement, growth, and retention. These practices will create a values-driven workplace that attracts and retains top public sector talent.



KEY PERFORMANCE INDICATORS

OPERATIONAL EFFICIENCY & TECHNOLOGY	- Achieve 100 percent staff utilization of the integrated technology stack within one year of implementation. - Increase operational efficiency derived from technology investments by a minimum of 10 percent year-over-year, as measured by internal benchmarks and staff feedback.
HUMAN RESOURCES & TALENT DEVELOPMENT	- Fill at least key roles aligned with strategic and budgetary priorities to ensure operational excellence. - Facilitate quarterly internal professional development sessions with a minimum 90 percent participation rate. - Implement and monitor individual performance KPIs and structured personnel feedback cycles to ensure continuous improvement and organizational alignment.

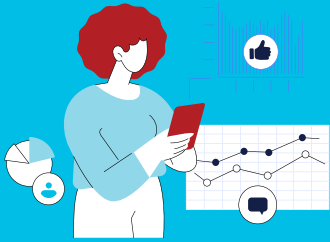


KEY INITIATIVES AND MILESTONES

FY	2026	2027	2028	2029	2030
NEW	Technology Modernization				Evaluate SKY5 and refresh the strategy for 2031-2036
	Create Entity	Execute entity adaptive operational structure			
	Hire a Director of Marketing		Hire for the operations role		
CONTINUE	Develop and monitor performance framework (organizational, departmental, individual)				
	Continuing talent development strategies among CSG South staff, including professional development, career pathways, and routine feedback mechanisms.				
	Sustain a strong CSG South team with roles focused on policy, programs, marketing, and operations to continue supporting the Southern states.				



MARKETING & OUTREACH IMPACT



Objective: The organization will establish a high-performing internal marketing team operating as a strategic communications engine to elevate CSG South’s visibility, credibility, and influence across the region. This team will serve as an internal agency—responsible for promoting members, spotlighting state-specific successes, and positioning CSG South as a regional thought leader on public policy, professional development, and intergovernmental collaboration.

Through the development of a comprehensive marketing plan, CSG South will align resources with high-impact strategies that leverage modern platforms, data-driven tools, and creative campaigns. This plan will center on scalable multimedia engagement, refined messaging, and outcome-based performance measurement, ensuring every touchpoint reinforces the value proposition of CSG South to member states, strategic partners, contributors, and prospects.

GOAL

Expand audience reach, sharpen value-driven messaging, and position CSG South as the premier regional resource for state government innovation and leadership.

KEY DELIVERABLES:

- **Strategic Marketing Plan Development:** Design and implement a visionary yet actionable marketing strategy that reimagines CSG South’s internal marketing structure, aligns operational priorities, and establishes a scalable framework for long-term communications success.
- **Digital Growth Campaigns:** Launch and optimize social media campaigns using data-informed marketing funnels to drive digital engagement, expand reach, and cultivate a connected regional audience.
- **SLC Awareness and Action Campaigns:** Deploy multimedia and targeted digital marketing strategies to promote the Southern Legislative Conference, with annual campaigns that drive registration, reinforce brand value, and strengthen event return on investment.
- **Thought Leadership Platforms:** Launch a signature podcast by the end of 2025 to amplify cross-state collaboration, highlight success stories, and reinforce CSG South’s role as a policy and leadership convener. Activate and optimize the existing YouTube channel to house multimedia content.
- **Consistent Stakeholder Messaging:** Standardize external communications across email, SMS, and digital channels to enhance message clarity, brand consistency, and frequency of touchpoints with key stakeholders.
- **Policy Resource Activation:** Create practical, user-focused multimedia toolkits by curating and clustering CSG South content across publications, webinars, podcasts, and reports—making resources more accessible and usable for member states..





KEY PERFORMANCE INDICATORS

AUDIENCE GROWTH AND ENGAGEMENT	• Increase overall digital audience by 25 percent annually across all platforms. • Grow social media followers by 15 percent year-over-year, emphasizing authentic engagement and quality interactions. • Increase website traffic by 20 percent year-over-year, ensuring at least 40 percent of traffic comes from returning visitors.
CONTENT AND MULTIMEDIA STRATEGY	• Establish a strategic marketing plan within the first 6 months of the approval of SKY5. • Successfully launch a podcast by the end of 2025, ensuring the development of promotional materials, outreach plans, and a clear audience engagement strategy for the launch. • Grow podcast listenership by 10 percent annually following the first year of launch. • Produce and distribute at least one multimedia toolkit per quarter.
PROMOTION AND AWARENESS	• Achieve a 7 percent annual growth in registrations for the Southern Legislative Conference based on 1,500 total attendees. • Increase engagement rates (likes, shares, comments) by 10 percent through targeted digital campaigns to improve engagement with event promotional content (e.g., event emails, social media). • Maintain a 30 percent email open rate and a 3 percent click-through rate for event promotion emails.
THOUGHT LEADERSHIP POSITIONING	• Secure 10+ media mentions or features in influential, policy-relevant, or regional publications. • Activate and maintain at least three digital outreach channels within Year 1.



KEY INITIATIVES AND MILESTONES

FY	2026	2027	2028	2029	2030
NEW	Develop a 5-Year marketing plan for alignment with agency ops format			Co-launch editorial partnerships	Refresh brand alignment and strategy for 2031-2036
	Produce and launch podcast	Expand podcast distribution			
	Digital Growth (three digital outreach channels)	Monitor and evaluate Audience Growth and Engagement			
	Formalize messaging strategy	Execute Messaging Strategy YoY			
	Publish first toolkit	One multimedia toolkit per quarter			
	Launch development-aligned campaigns	Implement targeted campaigns by stakeholder segmentation			
	Secure and track 10+ media mentions YoY				
CONTINUE	Continue CSG South website with modernization strategies and expanded reach.				
	Sustain e-newsletter products, such as Southern Pulse, Southern Focus, and NewsCatcher, and continue to optimize email campaigns for the Southern Legislative Conference.				
	Carry forward baseline KPIs established for CSG South social, e-newsletter, and website				





POLICY EXCELLENCE & KNOWLEDGE SHARING

Objective: Policy initiatives remain central to CSG South’s mission to serve as an extension of state governments. Core policy initiatives curated by CSG South—including policy research requests, policy publications, Policy Masterclasses, the Southern Legislative Conference policy sessions, and standing policy committees—will remain vital instruments for delivering targeted, actionable insights to member states.

As the demand for timely, high-value information increases, CSG South will refine and expand these resources to provide more accessible, year-round support. Refining policy areas and building focused, data-driven expertise with primary data analysis will ensure CSG South resources contribute to significant impact within our states. The organization will ensure its policy arm remains responsive, impactful, and aligned with regional priorities by deepening member engagement, emphasizing evidence-based analysis, and modernizing policy platforms.

GOAL

Enhance the accessibility, value, and reach of policy offerings to strengthen committee engagement and drive measurable outcomes across Southern state governments.

KEY DELIVERABLES:

- **Annual Policy Publication Plan:** Develop a comprehensive publication calendar that outlines the intentional timing of publications and policy topics; this includes a baseline of metrics, publication type, and prioritizing a digital focus.
- **Information-to-Insight Pathway:** Formalize a process within the publication plan to convert incoming policy research requests into published policy briefs and analysis—creating a knowledge loop that amplifies member input into shared solutions.
- **Policy Positions Activation:** Evaluate and implement mechanisms to elevate policy positions as outlined in CSG South’s Rules, identifying strategic value beyond their approval at the Southern Legislative Conference.
- **Model Legislation Alternatives:** Establish a method for “ideal legislation to be evaluated and published on the CSG South website as reference tools for member states once reviewed by the relevant standing policy committee(s). This will differ from policy positions as outlined in the CSG South Rules.
- **Policy Webinar Series:** Launch and maintain a recurring series focused on regionally significant topics, providing an accessible platform for knowledge exchange between legislative leaders, academic experts, public and private sectors.
- **International Delegations:** Collaborate with the Director of Strategic Partnerships to design and fund annual international policy delegations that expose Southern leaders to global best practices aligned with regional priorities.





KEY PERFORMANCE INDICATORS

POLICY RESEARCH AND PUBLICATIONS	• Release 150+ regionally relevant policy publications annually. • Establish baseline metrics for publication reach, relevance, and member engagement.
POLICY ENGAGEMENT AND MEMBER SUPPORT	• Attain a minimum of 50 percent active participation from policy committee members or increase policy committee participation by 15 percent annually. • Conduct a formal review of the committee's roles and expectations to enhance their relevance and effectiveness. • Expand policy committee tools and resources to include: ◦ Online Policy Dashboards with real-time data and interactive elements. ◦ Quarterly Committee News Memos summarizing committee-relevant policy developments and trends, federal and state news, and member-requested policy insights. • Conduct at least 10 webinars per year covering policy priorities. • Respond to 100 percent of policy research requests within assigned timelines. • Conduct annual state visits to 100 percent of dues-paying member states during session and outreach to at least 90 percent of the state legislature, with the goal of directly engaging with no less than 50 percent of each state's legislature.
POLICY INNOVATION AND DIGITAL TRANSFORMATION	• Launch a comprehensive online policy resource portal within Year 1. • Build and maintain a database of model policy case studies, adding at least five entries annually by Year 3. • Initiate a minimum of three digital-first policy engagement formats annually (e.g., interactive reports, podcasts, or virtual roundtables).



KEY INITIATIVES AND MILESTONES

FY	2026	2027	2028	2029	2030
NEW	Annual Policy Publication Plan with digital-first priorities	Policy Positions Activation			Refresh policy alignment and strategy for 2031-2036
	Information-to-Insight Pathway (policy requests and online policy portal)	Further Information-to-Insight Pathway strategies			
	Launch Policy Webinar Series	Continue Policy Webinar Series YoY			
	Expand policy committee tools and resources	Launch Model Legislation alternatives with five entries annually			
		International Delegation activation			
CONTINUE	Keep executing CSG South flagship initiatives , such as the Southern Legislative Conference policy sessions, annual state visits, and supporting six standing policy committees.				
	Publish 25+ policy publications YoY that are regionally relevant, trending topics				
	Continue to respond to short-term and long-term policy research requests from members across the region				
	Sustain at least three policy masterclasses annually				



PROFESSIONAL DEVELOPMENT & MEMBER ENGAGEMENT



Objective: CSG South’s legacy programs—such as the Center for the Advancement of Leadership Skills (CALS), Staff Academy for Governmental Excellence (SAGE), the Legislative Service Agency Directors Group, and the government staff track at the Southern Legislative Conference—have long served as flagship offerings to member states. As the landscape of public service leadership evolves, the demand for innovative, relevant, and accessible professional development continues to grow.

To meet this need, CSG South will expand its professional development platform with scalable, high-quality opportunities that respond to the distinct challenges faced by state government staff and elected officials across the Southern region. These efforts will prioritize digital accessibility, tailored in-state training, cross-branch engagement, and new credentialing pathways to deepen our impact and position CSG South as the premier resource for public sector leadership growth.

GOAL

Leading resource for professional development by delivering high-impact, accessible, and strategically aligned training opportunities for state government staff and officials.

KEY DELIVERABLES:

- **Hoist the SAIL:** Continue to build the Staff Alliance for Governmental Leadership (SAIL) into a multi-year development program that aligns with SKY5, establishing clear goals, deliverables, and resource allocations. The SAIL Committee will continue to serve as the guiding body, and the SAIL brand remains the umbrella brand of government staff learning pathways.
- **Launch an Online Learning Portal:** Design and implement a user-centric, on-demand portal housing curated content such as webinars, learning modules, podcasts, and recorded presentations. The platform will feature modular learning paths and a community chat function to support peer learning and continuous engagement.
- **Credentialing for Entry-Level Professionals:** Develop a structured credentialing program for legislative aides and assistants by 2030, offering a pathway for early-career staff to receive targeted training and increase their retention and long-term success in public service.
- **Academic and Institutional Partnerships:** Cultivate formal relationships with academic institutions and external partners to elevate the quality, reach, and credibility of professional programs. These partnerships will also unlock opportunities for co-branded offerings, joint research, and additional funding streams.
- **In-State Leadership Training Model:** Design a flexible and financially sustainable model for in-state leadership development programs tailored to the specific needs and capacities of each member state. This includes a branded course catalog and adaptable facilitation models.
- **Chiefs15X:** Develop a targeted leadership training series exclusively for Chiefs of Staff, designed to accelerate strategic thinking, operational excellence, and cross-state collaboration. The program will feature scenario-based learning, peer exchange, and coaching tailored to the complex, high-impact demands of the Chiefs’ role.
- **Member Orientation Presence:** Increase CSG South’s visibility and influence by enhancing its presence at member state orientations through in-person participation or branded onboarding materials.





KEY PERFORMANCE INDICATORS

PROGRAM EXPANSION AND PARTICIPATION	• Grow participation in professional development programs by at least 10 percent annually across all offerings. • Launch at least three new Staff Alliance for Governmental Leadership (SAIL) initiatives within the next two years, such as a webinar series, an online learning portal, and in-state professional development to maximize reach and resources. • Identify a staff-focused scholarship program to aid government staff with attending the Southern Legislative Conference or other CSG South events that are not fully underwritten by state dues. • Achieve 70 percent participation in Chiefs15X within Year 2, with 90 percent reporting increased confidence in strategic leadership and collaboration. • Increase the presence of CSG South at member state orientations by 30 percent.
QUALITY AND ENGAGEMENT	• Host two in-state professional development programs in Year 1 and increase that by at least one annually. • Achieve a minimum satisfaction rate of 85 percent or higher among all programs, as measured by a Net Promoter Score (NPS) from post-program surveys. • Track and maintain a 60 percent or higher annual re-engagement rate of program alumni through follow-up learning opportunities, networking events, or committee participation.
PROFESSIONAL DEVELOPMENT AND CREDENTIALING	• Launch the online learning portal within 12 months of SKY5 approval. • Develop and publish 24+ new online learning modules annually. • Host a minimum of 12 SAIL-branded webinars each year for staff across all three branches of government. • Achieve a minimum of 500 enrollees in the online learning portal within the first two years. • Research, develop, and launch an online credentialing program for legislative aides/assistants by 2030. • Increase CSG South's bench of facilitators and invest in key CSG South team members to train the trainer to begin facilitating some professional development offers directly.
EXTERNAL PARTNERSHIPS AND RESOURCE DEVELOPMENT	• Establish at least three new academic or nonprofit partnerships by Year 3. • Secure two new annual sponsorships to underwrite the expansion of leadership training programs. • Develop and annually update a branded course catalog of leadership development offerings tailored for state government.



KEY INITIATIVES AND MILESTONES

FY	2026	2027	2028	2029	2030
NEW		Rollout train-the-trainer plan and begin executing	Establish at least three new academic or nonprofit partnerships		Refresh program alignment and strategy for 2031-2036
	Outline the staff-first scholarship program and launch			Launch online credentialing program	
	Launch and mature Chiefs15X				
	Host two in-state professional development programs	Grow in-state professional development programs			
	Launch the online learning portal	Develop and publish 24+ new online learning modules annually			
	Launch SAIL webinar series	12 SAIL-branded webinars each year			
CONTINUE	Keep executing CSG South flagship initiatives , such as the Southern Legislative Conference government staff track and annual state visits.				
	Sustain the Legislative Services Agency Directors Group with continued investment and strong participation.				
	Continue to host Center for the Advancement of Leadership Skills (CALS) as a competitive leadership development program for legislators and high-ranking executive branch officials.				
	Continue to host Staff Academy for Governmental Excellence (SAGE) as a competitive professional development program for government staff.				