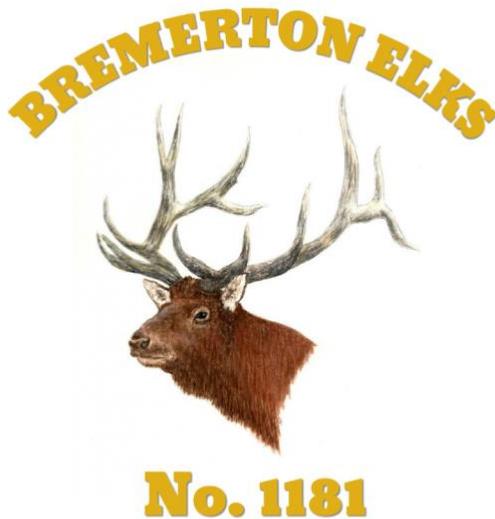


***Bremerton Elks Lodge #1181***

***STRATEGIC PLAN***

***Elk Fiscal Years 2021-2026***





## Executive Summary

The Fraternal Order of Elks was founded "To promote and practice the four cardinal virtues of Charity, Justice, Brotherly Love and Fidelity; to promote the welfare and enhance the happiness of its members; to quicken the spirit of American Patriotism and cultivate good fellowship." Bremerton Elks Lodge #1181 was instituted on January 7<sup>th</sup>, 1910 and has a proud tradition of community involvement. We take great pride in our Elks heritage and in our service and support of our members.

Bremerton Elks Lodge #1181 plans to continue providing service and support to our community and our members through the obtainment of four strategic goals:

- Improve Alignment of Lodge Programs with BPOE USA Mission Objectives
- Improve Lodge Sustainability
- Improve Member Engagement and Lodge Participation
- Strengthen Community Awareness of Lodge Value

## Board of Directors Authorization of Strategic Plan

Authorization designates board of directors member's approval of the strategic direction and action plans described in this strategic plan document and approval to bring said document to the membership for consideration. This plan, once signed, should be reviewed annually to verify progress towards strategic goals and modify operations as needed to meet target objectives.

\_\_\_\_\_  
 xxx / Date Signed

**Approved 16 March 2021**



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## Organizational Description

Bremerton Elks Lodge #1181 is a fantastic organization that has been a part of this community for over 100 years. The Bremerton Elks Lodge #1181 provides a variety of social and support services for its members as well as providing service and support to the community in which we belong. It is the intent of this strategic plan to help enable this Lodge to not just survive, but to thrive.

## Vision Statement

Our Lodge value is recognized in the community and as a result our membership grows, operations remain profitable, and we can therefore make a greater impact in the community.

## BPOE USA Mission Statement

The Benevolent and Protective Order of Elks of the U.S.A. (hereafter known as BPOE USA) mission is to inculcate the principles of Charity, Justice, Brotherly Love and Fidelity; to recognize a belief in God; to promote the welfare and enhance the happiness of its Members; to quicken the spirit of American patriotism; to cultivate good fellowship; to perpetuate itself as a fraternal organization, and to provide for its government, the Benevolent and Protective Order of Elks of the United States of America will serve the people and communities through benevolent programs, demonstrating that *Elks Care* and *Elks Share*.

## Bremerton Lodge #1181 Mission Statement

The Bremerton Elks Lodge #1181 mission is to embrace and support the BPOE USA mission; provide value for our members, make a positive impact in the community, create and maintain an operating environment in which our membership thrives and our facilities and operations remain sustainable.

## Values Statement

**Commitment.** We dedicate assets, time, and resources to the betterment of the community we serve.

**Compassion.** We care about our members and are here for them. Our oath affirms our support to our members in times of distress and prosperity.

**Integrity.** We remain true to our mission and are honest stewards of all financial support and resources given.



## **Program Categories**

The Bremerton Elks Lodge #1181 obtains its mission through the subdivision of the following **four** key program categories that help prioritize economy of effort in strategic goal ...

- BPOE USA Mission Support
- Lodge Sustainability
- Member Services & Engagement
- Community Involvement and Awareness

These program categories help prioritize economy of effort in strategic goal attainment.

## **Goals and Strategies**

### **Strategic Goal One – Improve Alignment of Lodge Programs with BPOE USA Mission Objectives**

**Strategic Objective 1.1** Lodge programs and policies can be mapped to BPOE USA Mission Objectives.

**Strategy:** Implement the following strategies:

- Officer/trustee training on BPOE USA mission objectives.
- Create and implement a policy that helps easily align/nest BPOE #1181 programs with BPOE USA objectives.
- Develop Lodge policy and program alignment log.

**Timeframe:** 2021 – 2026

**Program:** BPOE USA Mission Statement

**Resources Needed:** BPOE USA statutes, statements and policy, officers/trustees, time, secretary, BPOE #1181 policy and bylaws.

**Measures of Success:** Program and policy logs help influence Lodge program development, officer/trustee knowledge of BPOE USA mission objectives increased.

### **Strategic Goal Two – Improve Lodge Sustainability**

**Strategic Objective 2.1** Membership increased by plus one.

**Strategy:** Implement the following strategies:



## *Bremerton Elks Lodge # 1181*

- Maximize membership recruitment opportunities.
- Increase participation in community events (booths, etc.).
- Increase Lodge sponsorship of community events.
- Increase interaction with civic organizations and local government (city council, chamber of commerce).
- Create incentives for new membership sponsorship.

Timeframe: 2021 – 2026

Program: Lodge Sustainability, Community involvement and awareness

Resources Needed: membership committee, events coordinator, members, time and funding, public awareness.

Measures of Success: Increase in membership numbers, increase in membership retention.

**Strategic Objective 2.2** Lodge operations are profitable.

Strategy: Implement the following strategies:

- Accurate accounting of daily costs.
- Annual review of recurring costs for best value.
- Conduct semiannual review of budget to identify areas for improvement.
- Evaluation of Elks (Lodge) events conducted.
- Budget training for officers implemented (includes historic evaluations).
- Go / No Go criteria determined for when Lodge membership can no longer sustain Lodge operations.
  - Determine yellow and red alert criteria for when membership generated revenue may no longer cover Lodge expenses.
    - Develop contingency plan (exit strategy) initiation criteria.

Timeframe: 2021 – 2026

Program: Lodge sustainability

Resources Needed: Manager, book-keeper, officers/trustees, time, evaluation or comparison software/records (excel, etc.).

Measures of Success: Daily cost baseline identified, criteria for event success determined, events meet success criteria, increased budget training.

**Strategic Objective 2.3** Rental income is maximized.

Strategy: Implement the following strategies:

- Create rental price structure.



## *Bremerton Elks Lodge # 1181*

- Annual review of rental price structure.
- Increase awareness of Lodge rental opportunities. For example
  - Create separate MailChimp contact list on lodge rental opportunities for community organizations.
- Offer every prospective client an opportunity for feedback (so we can get constructive information back on why or why not they chose to rent our facilities). For example...
  - Pre-stamped postage card to Lodge with why potential client chose to rent, what they did or did not like about facility, etc.
- Implement a post-rental feedback program to determine strengths, weaknesses and areas for improvement.
- RV park utilization tracked and feedback solicited.

Timeframe: 2021 – 2026

Program: Lodge sustainability

Resources Needed: comparison price information, feedback on events held, or decision not to hold, member feedback, manager, book-keeper, officers/trustees, time.

Measures of Success: Increased rentals/utilization rate; increased repeat business, increased rental revenue, increased RV park utilization income.

### **Strategic Goal Three – Improve Member Engagement and Lodge Participation**

Strategic Objective 3.1 Increase participation in Lodge social activities.

Strategy: Implement the following strategies:

- Poll membership on value and desirability of current and not yet available Lodge programs and events.
- Develop baseline participation and satisfaction levels in recurring events for future comparison.
- Conduct semiannual review of Lodge events and programs for evaluation of success.
- Implement and evaluation new programs and services
- Solicit feedback on event held (environment, services, food options, etc.)
  - Feedback cards and other venues

Timeframe: 2021 – 2026

Program: Member Services & Engagement, Lodge sustainability



Resources Needed: Membership input, secretary, manager, officers/trustees, staff, feedback materials.

Measures of Success: Increased participation on events, new events attracting new members and keeping current members, improvement in satisfaction levels.

**Strategic Objective 3.2** Increase participation in Lodge business and leadership.

Strategy: Implement the following strategies:

- Create and implement meeting attendance incentives.
- Develop officer and leadership recruiting strategies.
  - May need to first determine why members are not stepping up, maybe create a poll?
- Develop better recognition mechanisms for member initiations.
  - Things that matter to the people doing them and that inspire others to do something.
- Outreach to other Lodges on recruitment and activity level of new members.
  - I.E. to determine what is working or not.

Timeframe: 2021 – 2026

Program: Member Services & Engagement, Lodge sustainability

Resources Needed: Membership input, secretary, manager, officers/trustees, staff, feedback materials, examples of recognition programs that inspire/work.

Measures of Success: Increased number of volunteers, increased interest in becoming an officer/trustee, increased attendance numbers.

## **Strategic Goal Four – Strengthen Community Awareness of Lodge Value**

**Strategic Objective 4.1** Increase positive community mention of Lodge activities in social media and community press venues.

Strategy: Implement the following strategies:

- Create a public relations committee/strategy for increasing Lodge recognition in community efforts and events.
- Identify social media, community and press resources where information about Lodge activities could be reported or high-lighted.
- Develop press release and social media templates.
- Log submissions of news and information to various sources for future success analysis.



Timeframe: 2021 – 2026

Program: Community Involvement and Awareness

Resources Needed: Social media access, access to community leaders, accounts/access to community event boards, interaction/contact with media leaders (newspaper, etc.).

Measures of Success: Numbers of times our Lodge is reported in social media by non-members in relation to positive events or support given. Number of times our Lodge activities are reported in community bulletins or in other community information sources.

## **Situational Analysis**

We conducted a strength weakness, opportunity and threat (SWOT) assessment and came up with the following snapshot of our organization as of early 2015. We applied the following criteria definitions to our organization.

Strengths: What do we do exceptionally well? What advantages do we have in our marketplace (i.e. number<sup>[1]</sup><sub>[SEP]</sub> of people affected would be one!) What valuable assets and resources do we have (human or financial)? What would those we serve say are our strengths? What do we have that our competitors (other nonprofits raising money or serving similar clients or constituents) do not have?

Weaknesses: What could we do better? What are we criticized for or receive complaints about? Where are we vulnerable?

Opportunities: What are we aware of but have not been able to address? Are there trends on which we can capitalize in our marketplace?

Threats: Are any of our weaknesses likely to make us critically vulnerable, i.e. unable to operate? What are our roadblocks? What are our competitors doing that we are NOT?



*Bremerton Elks Lodge # 1181*

<b>Strengths (Internal)</b>	<b>Weaknesses (Internal)</b>
<ul style="list-style-type: none"> <li>• Dedicated members and staff</li> <li>• Long-term members (historical knowledge)</li> <li>• Desirable facility</li> <li>• Mature organization and support structure</li> <li>• Volunteer jack-of-all-trades</li> </ul>	<ul style="list-style-type: none"> <li>• Small number of active members</li> <li>• Resistance to change</li> <li>• Lack of experience with recruiting new demographics</li> <li>• Limited resources (volunteer &amp; staff)</li> <li>• Time dedication limitations</li> <li>• Lack of consistent funding</li> <li>• Lack in turn over and resources for new members and leadership</li> <li>• High or uncertain costs of operation</li> <li>• High facility operating costs/taxes</li> <li>• Professional cook not on staff</li> </ul>
<b>Opportunities (External)</b>	<b>Threats (External)</b>
<ul style="list-style-type: none"> <li>• Facility Rental Promotion and Revenue Opportunities</li> <li>• Community activity – as this grows, we can expand influence</li> <li>• Ability to network / partner with other community organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of interest in joining a ‘club’</li> <li>• Perception that Elks is about ‘drinking’</li> <li>• Limited fellowship and guidance with other Lodges / state organizations (no real lessons learned sharing or training opportunities)</li> </ul>