

RANCHO DE LAS ESTRELLAS

Strategic Execution Plan

A practical operating blueprint for marketing, capital formation, sales, programs, governance, staffing and phased development

PREPARED FOR

Rancho de las Estrellas leadership

PLANNING HORIZON

90 days, 12 months and 24 months

VERSION

1.0 | August 4, 2026

OPERATING PREMISE

The Rancho should be managed as one place with several coordinated economic engines. The land, homes, retreats, education, conservation, dark-sky work and media program reinforce one another, but they require different offers, owners, budgets, legal structures and success metrics.

Implementation document

All monetary figures are in U.S. dollars unless otherwise stated. Budgets are planning ranges, not contractor quotations or financial forecasts.

01 Executive Summary

The plan converts the Rancho from a broad vision into a managed portfolio with clear priorities, funding lanes, teams, decision gates and measurable work.

50 ha CURRENT PUBLIC SCALE	90 days FIRST EXECUTION SPRINT	6 OPERATING PILLARS	3 PRIMARY CAPITAL LANES
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The strategic position

Rancho de las Estrellas already presents several real assets: a 50-hectare setting near Puerto Escondido, homesites and eco-home concepts, retreat and wellness potential, a Waldorf-inspired education vision, common spaces, trails and a planned night observatory. Its public website currently markets lots, infrastructure and access while also communicating a larger community and ecological mission.^[1]

The immediate job is not to invent more concepts. It is to make the current concepts credible, sellable, fundable and operable in the right sequence. Leadership should approve one master narrative, separate commercial and mission finances, create verified data rooms, install a disciplined CRM and content system, and choose one public-benefit project to carry the first campaign.

Recommended year-one focus

1. Make the land and visit experience transaction-ready: title, permits, infrastructure claims, inventory, pricing, buyer process, contracts, site tours and follow-up.
2. Build an owned audience: segmented website, email list, CRM, documentary content, monthly briefings and referral loops.
3. Prove hospitality demand through controlled pilot retreats and partner-led experiences before expanding facilities.
4. Launch one mission campaign for a dark-sky observatory and regenerative learning lab after legal, technical, audience and anchor-funding gates are met.
5. Create a separate program road map for education and conservation, using pilots and partnerships before committing to permanent facilities.
6. Install governance, budgeting, reporting and decision rights so the project can grow without depending on the founder for every action.

The capital model

Use three lanes and do not blur them: commercial capital funds private real-estate and revenue-producing operations; mission capital funds documented public-benefit programs; community capital builds recurring participation, referrals and audience support. Each lane receives its own bank account or subaccount, project code, approved-use schedule, reporting cadence and owner.

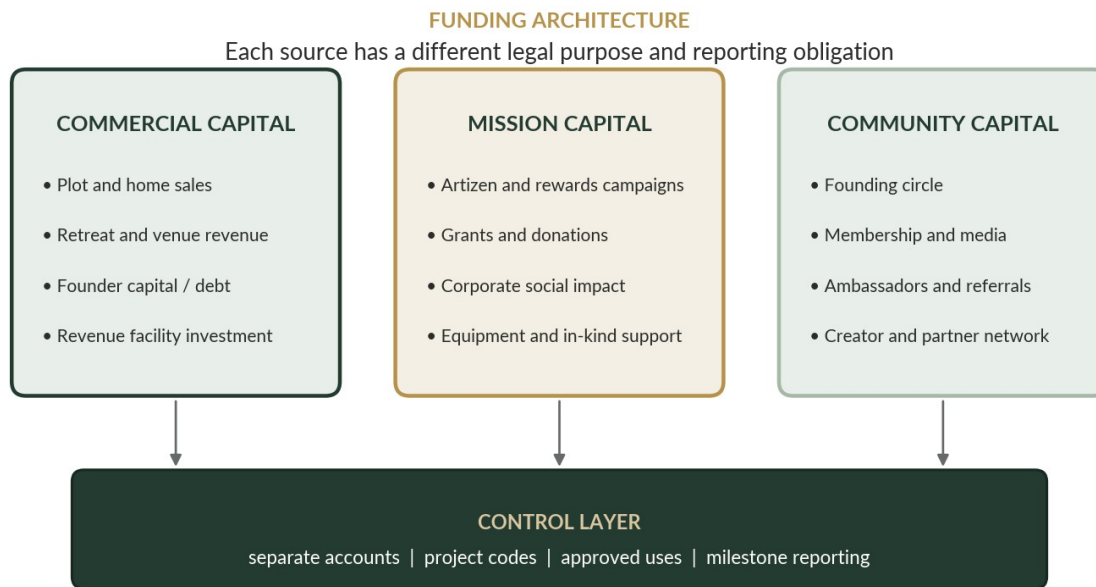


Figure 1. Funding lanes and the control layer required to keep uses of funds clear.

The first 90 days

WORKSTREAM	DAY 30	DAY 60	DAY 90
Governance	Steering committee, owners and decision calendar active	Entity and funding architecture selected	Monthly operating review functioning
Legal / technical	Gap audit and document inventory	Buyer and campaign data rooms substantially complete	All public claims supported or removed
Commercial	Inventory, pricing, tour script and pipeline defined	First qualified tours and partner proposals	At least two reservation or documented next-step commitments
Marketing	Messaging, CRM and analytics architecture approved	Website conversion paths and content engine live	100 qualified leads and repeatable monthly distribution
Funding	Campaign concept and technical scope approved	Anchor supporters, budget and reward prototypes	Application submitted or campaign launch-ready
Programs	Pilot criteria and safeguarding requirements	Retreat, education and conservation partners shortlisted	At least one controlled pilot scheduled

NON-NEGOTIABLE

Do not launch a public campaign, announce permanent facilities or accelerate paid traffic until the legal facts, budget, delivery owner, operating plan and reporting method are documented. Trust will be the project's most valuable asset and the easiest one to damage.

Twelve-month outcomes

- 1,500-3,000 engaged email subscribers, segmented by buyer, visitor, supporter, partner and creator interest.
- 150-300 qualified commercial leads, 30-60 structured visits and 6-12 reservations or closings, subject to verified inventory and market response.

- Six to ten retreat, education, conservation, university, tourism or creator partners with written responsibilities.
- \$100,000-\$250,000 in documented mission capital from campaigns, grants, sponsors and in-kind commitments.
- A functioning monthly scorecard covering cash, pipeline, audience, programs, capital projects, risk and impact.
- A clear go, revise or stop decision for each major pillar based on evidence rather than enthusiasm alone.

Immediate leadership decisions

DECISION	RECOMMENDATION	OWNER	DEADLINE
Single master positioning	Approve the regenerative community and learning-destination narrative	Founder + Program Director	Day 10
Education identity	Use one approved program name consistently across web, decks and contracts	Founder + Education Lead	Day 15
Legal structure	Separate commercial operations from restricted mission funding	Founder + counsel + controller	Day 30
First campaign	Dark-sky observatory and regenerative learning lab	Steering Committee	Day 30
Operating model	Appoint one Program Director / COO with cross-functional authority	Founder	Day 15
Year-one spend	Select lean, recommended or accelerated staffing scenario	Founder + controller	Day 20

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02 Current Baseline and Readiness Diagnosis

The project should begin with a verified operating baseline. Marketing can amplify the Rancho only after the underlying facts, offers and responsibilities are clear.

What already exists

ASSET	CURRENT PUBLIC POSITION	EXECUTION VALUE	VERIFY BEFORE SCALE
Place and scale	A 50-hectare development in the Puerto Escondido region	A physical story with room for community, programs and conservation	Survey, title, boundaries, permitted uses and development constraints
Land and homes	Lots promoted at roughly 450-950 m2 with water and electricity; eco-home concepts shown	Near-term commercial engine and founder-capital source	Available inventory, infrastructure delivery, pricing, taxes, closing process and home specifications
Access	Approximately 58 km / 50 minutes from Puerto Escondido airport	Supports buyer tours, retreats and tourism positioning	Seasonal drive times, road conditions, signage, transfer logistics and emergency access
Hospitality	Retreat, wellness and agricultural possibilities are presented	Early demand testing without waiting for full buildout	Safe capacity, bathrooms, shade, water, food, insurance, staffing and neighbor impact
Education	A Waldorf-inspired school vision is presented under the NANDIA name	Mission, family demand, grants and long-term community value	Name, entity, curriculum, licensing, safeguarding, operator and phased facilities
Dark sky	A night observatory is included in the vision	Distinctive campaign, science, tourism and content platform	Sky-quality baseline, lighting plan, equipment, operator, safety and maintenance
Nature	Trails, common areas and ecological living are central to the proposition	Conservation narrative, education and differentiated real-estate value	Ecological baseline, protected areas, water plan, restoration priorities and monitoring

Source: current Rancho de las Estrellas public website, reviewed August 4, 2026. Every externally used claim should be mapped to evidence in the project data room.^[1]

Readiness rating

AREA	CURRENT WORKING RATING	WHAT "READY" MEANS
Vision and story	Amber	One approved narrative, naming system, visual identity and claim library
Land sales	Amber	Verified inventory, price sheet, buyer data room, contract path, tour system and CRM
Hospitality pilots	Amber	Defined capacity, safety plan, partner agreement, service standard and unit economics
Education program	Red / discovery	Named operator, legal pathway, curriculum scope, safeguarding and pilot budget
Dark-sky program	Amber / concept	Baseline study, responsible-lighting policy, technical partner and phased scope

AREA	CURRENT WORKING RATING	WHAT "READY" MEANS
Conservation program	Amber / concept	Ecological and water baseline, measurable interventions and accountable partner
Marketing engine	Amber	Segmented site, CRM, analytics, content calendar, lead response and owner
Financial control	Red / install	Budgets by pillar, bank/subaccount separation, approvals, cash forecast and monthly reporting
Governance	Red / install	Steering committee, Program Director, RACI, decision gates and risk log

HOW TO USE THE RATING

Red does not mean the idea should stop. It means the project is not ready for public promises or material spending. Amber means work may proceed through controlled pilots. Green means the offer can be actively sold, funded or expanded within an approved budget.

Core constraints to resolve

- Portfolio sprawl: six compelling pillars can create six unfinished projects. Each pillar needs an owner, stage, budget and gate.
- Mixed audiences: a land buyer, retreat organizer, donor, parent, scientist and creator require different evidence and calls to action.
- Mixed money: proceeds from property, donations, platform campaigns and sponsorships cannot be treated as one unrestricted pool.
- Trust gap: public-benefit language must be supported by environmental, educational and financial documentation.
- Founder bottleneck: the project needs one empowered operating leader and written decision rights.
- Infrastructure dependency: every event, residency or school promise depends on safe access, water, sanitation, power, communications and emergency procedures.
- Local legitimacy: partnerships and benefits for neighboring communities must be designed with local people, not added as promotional language later.

The verification sprint

WEEK	TASK	OUTPUT	ACCOUNTABLE
1	Collect all title, survey, entity, contract, tax, permit, environmental, infrastructure and insurance documents	Master document index and gap list	Program Director + counsel
1-2	Reconcile website, sales deck, price sheet and verbal claims	Approved claim library with evidence owner	Growth Lead + counsel
2	Map all proposed facilities and programs against legal and physical dependencies	Development dependency map	Program Director + technical adviser
2-3	Inventory available lots, home products, retreat capacity and current vendor commitments	Commercial inventory and commitment register	Sales Lead + controller

WEEK	TASK	OUTPUT	ACCOUNTABLE
3	Create ecological, water, dark-sky and community baseline scopes	Terms of reference for specialist studies	Regeneration Lead
3-4	Approve naming, master narrative, program hierarchy and launch priorities	Brand and portfolio decision memo	Steering Committee

LEADERSHIP DECISION

Approve the verified baseline as the sole source for websites, pitch decks, campaigns and partner conversations.

Owner: Steering Committee | Target date: Day 30

Consequence of delay: Contradictory claims continue to circulate and every fundraising or sales conversation becomes harder to defend.

03 Strategic Architecture and Operating Pillars

The Rancho needs one coherent brand and a portfolio model underneath it. The portfolio allows each pillar to mature at its own speed without fragmenting the public identity.

Master positioning

WORKING POSITIONING

Rancho de las Estrellas is a regenerative community and learning destination on the Oaxacan coast where people can live, visit, learn, create and help restore the land under one of the region's defining natural assets: the night sky.

This position is broad enough to connect the project portfolio, but specific enough to avoid sounding like a generic eco-development. Every offer should answer three questions: What can the person do here? What evidence makes it credible? What measurable value will remain after the transaction or visit?



Figure 2. One master brand supported by six operating pillars.

Pillar 1: Community Living

FIELD	DECISION / CURRENT WORKING POSITION
Purpose	Create a financially viable residential community that protects shared natural and social assets.
Core offers	Serviced homesites, approved eco-home options, guided site visits, buyer onboarding and resident participation.
Primary customers	Purpose-led second-home buyers, families, remote professionals, creators and long-horizon investors seeking use value.
Year-one proof	Verified inventory, clear pricing and process, qualified visits, reservations/closings and a resident charter.
Revenue	Land sales, home design/build coordination fees where lawful, association or common-services fees, referral partnerships.
Dependencies	Title, permits, infrastructure, contracts, buyer disclosures, foreign-buyer pathway, construction delivery and governance.
Owner	Commercial Lead with counsel, controller and local operations.

Pillar 2: Hospitality and Wellness

FIELD	DECISION / CURRENT WORKING POSITION
Purpose	Let people experience the place before major buildout and create a controlled recurring-revenue line.
Core offers	Day visits, founder weekends, partner-led retreats, nature and wellness programs, venue hire and future lodging.
Primary customers	Retreat leaders, small organizations, families, wellness communities and destination travelers.
Year-one proof	Three pilot formats, documented guest satisfaction, safe operations, partner repeat interest and positive contribution margin.
Revenue	Site fees, per-person packages, lodging/food margin, facilitator revenue share and transport add-ons.
Dependencies	Capacity, insurance, sanitation, food safety, weather plan, transport, emergency response and neighbor management.
Owner	Hospitality / Local Operations Lead.

Pillar 3: Education and Youth

FIELD	DECISION / CURRENT WORKING POSITION
Purpose	Provide place-based education that connects children and families to ecology, craft, science, creativity and community.
Core offers	Outdoor learning days, family workshops, visiting-teacher programs, seasonal camps and eventually a permanent school if viable.
Primary users	Local families, resident families, visiting families, schools, educators and youth-serving foundations.
Year-one proof	Operator identified, needs assessment completed, safeguarding system approved and two to four small pilots delivered.
Funding	Program fees, scholarships, grants, donations and corporate education sponsorships.
Dependencies	Legal pathway, curriculum, qualified educators, child safeguarding, transport, accessibility, sanitation and family trust.
Owner	Education Program Lead reporting through the mission structure.

Pillar 4: Regeneration and Conservation

FIELD	DECISION / CURRENT WORKING POSITION
Purpose	Improve ecological health, water resilience and community knowledge while documenting measurable outcomes.
Core programs	Native restoration, water and soil work, wildlife monitoring, responsible waste practices, demonstration gardens and community education.
Year-one proof	Baseline completed, one restoration/water pilot launched, monitoring protocol active and local partner agreement signed.
Funding	Grants, sponsorships, restricted donations, in-kind equipment and a defined share of approved operating revenue.
Dependencies	Qualified technical partner, environmental approvals where required, baseline data, maintenance and local participation.
Owner	Regeneration Program Lead or specialist partner.

Pillar 5: Dark Sky and Science

FIELD	DECISION / CURRENT WORKING POSITION
Purpose	Protect the night environment and turn astronomy into a learning, tourism and public-engagement platform.
Core offers	Sky-quality monitoring, responsible-lighting program, astronomy nights, astrophotography, school modules and a phased observatory.
Year-one proof	Baseline measurements, lighting policy, technical partner, pilot astronomy events and funded phase-one equipment.
Funding	Artizen or rewards campaign, STEM grants, equipment sponsorship, ticketed programs and partner residencies.
Dependencies	Sky study, safe viewing area, weather procedures, trained facilitators, equipment security and long-term maintenance.
Owner	Dark-Sky Program Manager with technical advisory partner.

Pillar 6: Creative Residency and Media

FIELD	DECISION / CURRENT WORKING POSITION
Purpose	Make the Rancho visible through useful work created on site and build an audience that compounds over time.
Core offers	Commissioned storytelling, artist/photographer/research residencies, workshops, documentary series and licensed media.

FIELD	DECISION / CURRENT WORKING POSITION
Year-one proof	Monthly flagship stories, creator agreements, two controlled residency pilots and measurable audience/list growth.
Revenue / funding	Brand sponsorship, workshop fees, media licensing, commissions, memberships and mission grants.
Dependencies	Editorial standards, release forms, accommodation, production workflow, intellectual-property terms and distribution.
Owner	Content and Partnerships Leads.

Portfolio staging

STAGE	DEFINITION	ALLOWED SPEND	PUBLIC LANGUAGE
0 - Discovery	Need, operator, legal path and baseline not yet validated	Research and small advisory spend only	Exploring / assessing
1 - Design	Scope, owner, partners, budget and risks documented	Design, legal and prototype spend	Planned, subject to approvals
2 - Pilot	Controlled test with defined capacity and success criteria	Approved pilot envelope	Pilot program / limited dates
3 - Operating	Repeatable delivery, controls and evidence of demand	Operating budget and measured improvements	Available / accepting applications
4 - Scale	Positive results, stable owner, funding and maintenance	Expansion capital after gate approval	Expanding / multi-cohort

Year-one portfolio allocation

PILLAR	YEAR-ONE STAGE TARGET	MANAGEMENT ATTENTION	WHY
Community Living	Operating	30%	Primary commercial engine and buyer trust requirement
Hospitality & Wellness	Pilot to operating	20%	Fastest way to create visits, feedback and recurring revenue
Education & Youth	Discovery to pilot	10%	High mission value but significant legal and operating dependencies
Regeneration & Conservation	Design to pilot	12%	Required for credibility, grants and land stewardship
Dark Sky & Science	Design to funded pilot	13%	Distinctive first campaign and content platform
Creative Residency & Media	Operating	15%	Audience, proof and distribution engine for every other pillar

Management attention is a planning allocation, not a direct budget percentage. The Program Director should rebalance it quarterly based on gates and evidence.

04 Audiences, Positioning and Offers

The Rancho should not push one generic message to everyone. It needs distinct journeys that all lead back to one trusted master brand.

Audience architecture

AUDIENCE	PRIMARY NEED	PROOF REQUIRED	FIRST OFFER	NEXT ACTION
Prospective resident / buyer	A trustworthy place to live, visit or hold for personal use	Title, infrastructure, price, design rules, governance, access and local operations	Private briefing + guided site visit	Request data room / schedule tour
Retreat or event organizer	Distinctive venue with reliable delivery	Capacity, logistics, safety, accommodation, food, pricing and prior pilot evidence	Partner discovery call + site assessment	Request proposal
Visitor / traveler	Meaningful nature and learning experience	Clear itinerary, reviews, safety, transport and booking terms	Day visit or astronomy / ecology program	Join waitlist / book
Mission supporter	A specific public-benefit outcome	Restricted budget, milestones, operator, evidence and reporting	Fund one defined project	Pledge / subscribe / share
Sponsor / brand	Credible alignment and measurable exposure or impact	Audience, program scope, deliverables, brand safety and reporting	Program or equipment partnership	Request sponsor deck
Grantmaker / foundation	Eligible entity, fit, outcomes and governance	Theory of change, budget, baseline, safeguarding, partners and reporting	Concept note	Invite due-diligence call
Creator / educator / researcher	Place, access and useful collaboration	Selection criteria, facilities, rights, safety, support and outputs	Residency or field collaboration	Apply / propose
Neighbor / local stakeholder	Respect, benefit, transparency and voice	Local contact, impact controls, opportunities and grievance process	Listening meeting / community program	Participate / raise issue

Message hierarchy

1. Place: establish where the Rancho is, what physically exists and how a person reaches it.
2. Purpose: explain the regenerative community and learning mission in plain language.
3. Participation: show the distinct ways to live, visit, learn, create, partner or support.
4. Proof: provide documents, people, progress, budgets, images and third-party validation.
5. Action: give one next step appropriate to the audience, never five competing buttons.

Offer ladder

LEVEL	OFFER	PRICE / COMMITMENT	PURPOSE
Free	Newsletter, progress journal, virtual briefing, field notes and partner content	Email and permission	Build owned audience and learn interests
Entry	Open-house day, astronomy evening, workshop or digital field guide	\$0-\$150	Turn attention into a first lived experience

LEVEL	OFFER	PRICE / COMMITMENT	PURPOSE
Core experience	Weekend retreat, family learning weekend or creator workshop	\$300-\$2,500+	Prove service delivery and create referrals
Community	Founding Circle or annual membership	\$250-\$5,000 annually / one-time tier	Fund media and participation without implying ownership
Commercial	Homesite or approved home pathway	Verified price schedule	Generate project revenue and committed residents
Mission	Named project sponsorship or restricted campaign contribution	\$100-\$100,000+	Fund defined public-benefit milestones
Institutional	Research, school, grant or corporate program partnership	Negotiated agreement	Bring capability, legitimacy and multi-year resources

Minimum viable offer sheets

- Buyer briefing: inventory, pricing, infrastructure, design guidelines, legal path, timeline, fees, risks, visit process and named contact.
- Retreat partner sheet: capacity, site map, accommodation options, transport, meals, inclusions, exclusions, dates, pricing method, insurance and cancellation.
- Supporter case: need, beneficiaries, scope, budget, milestones, delivery owner, evidence, reporting and what happens if the target is missed.
- Sponsor menu: program assets, audience, deliverables, exclusivity, brand-safety rules, impact measures, reporting and renewal path.
- Creator / educator brief: purpose, eligibility, dates, facilities, host support, output expectations, rights, safeguarding, expenses and selection process.
- Local participation brief: jobs, vendor opportunities, training, program access, environmental controls, contact person and complaint pathway.

Brand architecture rules

RULE	APPLICATION
One master brand	Rancho de las Estrellas remains the public trust anchor. Pillars are descriptors, not six disconnected companies.
Program names only when useful	Name a school, observatory or residency only after its operator, scope and legal status are approved.
No inflated status claims	Use "planned," "pilot," "in development" and "operating" precisely.
Spanish-first local clarity	Core local, buyer and government materials should be available in professional Spanish; international materials may be bilingual.
Evidence beside claims	Link buyers to documents and supporters to budgets, milestones and reporting.
Consistent visual system	Use one palette, typography set, photographic approach, map style and document family.
Human voice	Show named operators, local partners and real progress; avoid generic sustainability language.

LEADERSHIP DECISION

Approve the audience journeys and offer ladder before redesigning the website or buying media.

Owner: Founder + Growth Lead + Program Director | Target date: Day 20

Consequence of delay: The site becomes visually polished but still fails to route buyers, supporters and partners to the right evidence and action.

05 Business Model and Capital Architecture

A resilient Rancho will earn revenue, attract restricted mission capital and build a participating community. The streams reinforce each other only when their economics and obligations remain explicit.

Revenue and capital stack

STREAM	PAYER / SOURCE	USE OF FUNDS	ECONOMIC TEST	OWNER
Land sales	Qualified buyers	Land, infrastructure, commercial operations and approved project uses	Gross margin, cash timing, delivery obligations and buyer satisfaction	Commercial Lead + controller
Home pathway	Residents / buyers	Design, procurement, build coordination and related services where lawful	Contribution margin, schedule variance and defect reserve	Development Lead
Visits / retreats	Guests and organizers	Program delivery, staff, site operations and reinvestment	Contribution margin per event and repeat rate	Hospitality Lead
Education programs	Families, schools, grants and sponsors	Educators, materials, transport, scholarships and facilities	Cost per participant, fee recovery and learning outcomes	Education Lead
Conservation / dark sky	Donors, grants, sponsors, campaigns	Restricted project scopes only	Milestone delivery, impact evidence and maintenance funding	Mission Program Leads
Media / membership	Members, sponsors, platforms and licensees	Content, community operations and editorial products	Subscriber growth, retention, cost per asset and sponsor renewals	Growth + Content Leads
Institutional partnerships	Universities, foundations, brands and agencies	Contracted research, programs, equipment or outreach	Full-cost recovery, reporting burden and strategic value	Partnerships Lead

Capital lane 1: Commercial

Commercial capital includes founder equity, property proceeds, operating revenue, approved loans and investment into revenue-producing facilities. It may fund roads, utilities, commercial staffing, hospitality assets, sales and other lawful business uses. It must carry realistic construction, warranty, tax, working-capital and contingency provisions.

- Maintain a 13-week cash forecast and a 24-month sources-and-uses model.
- Do not treat signed interest, reservations or gross sales value as available cash until contractual conditions are met.
- Reserve money for buyer delivery obligations before funding discretionary mission projects.

- Approve capital projects through stage gates: scope, permits, bids, funding, contingency, operator and maintenance.
- Report commitments as well as cash spent; hidden purchase orders and verbal promises create false liquidity.

Capital lane 2: Mission

Mission capital should pay for clearly documented public-benefit work such as environmental baselines, restoration, education access, dark-sky protection, scientific equipment, community programming and scholarships. Each contribution or grant must be traceable to a budget, restriction and reporting obligation.

- Use a separate nonprofit, authorized-donee pathway or qualified fiscal sponsor when tax-deductibility or grant eligibility requires it; obtain Mexican legal and tax advice before soliciting.
- Create one project code and budget for every campaign, grant and sponsorship.
- Define ownership and permitted use of equipment purchased with restricted funds.
- Fund maintenance, insurance and trained operators, not only visible construction or equipment.
- Publish milestone reports even when progress is slower than expected.

Capital lane 3: Community

Community capital includes memberships, Founding Circle support, recurring media subscriptions, volunteer participation, ambassador referrals and other forms of participation that do not convey property, securities, profit rights or governance unless documented through a lawful structure. The value exchange should be access, information, recognition, learning and community.

- Use plain-language terms that distinguish membership from land ownership or investment.
- Offer benefits the team can deliver repeatedly: briefings, early booking, field notes, member days and learning sessions.
- Avoid lifetime promises unless the legal, operational and financial liability has been modeled.
- Track renewal, participation and referral quality, not only initial sign-ups.

Illustrative commercial scenarios

The following examples show how land-sales volume and price can change gross transaction value. They are not forecasts, cash projections or margin estimates. They exclude taxes, discounts, commissions, infrastructure, closing costs, financing terms and delivery obligations.

SCENARIO	LOTS	AVG. AREA	AVG. PRICE / M2	ILLUSTRATIVE GROSS VALUE
Low case	5	600 m2	\$50	\$150,000
Base case	10	700 m2	\$60	\$420,000
High case	20	750 m2	\$70	\$1,050,000

The public website reviewed on August 4, 2026 displayed a price of 900 MXN/m2 and an approximate USD conversion. Leadership should publish one date-stamped price schedule and control all exceptions.^[1]

Sources-and-uses policy

SOURCE	DEFAULT ALLOWED USES	DEFAULT PROHIBITIONS
Buyer deposits / sale proceeds	Uses permitted by contract, disclosed infrastructure, closing obligations and commercial budget	Unrelated restricted-program promises; uses that jeopardize buyer delivery

SOURCE	DEFAULT ALLOWED USES	DEFAULT PROHIBITIONS
Retreat revenue	Direct delivery, operations, reserves, taxes and approved reinvestment	Reporting it as charitable support unless explicitly donated
Campaign proceeds	Published project budget and platform fees	Private land acquisition, undisclosed salaries, unrelated construction or distributions
Grants	Grant agreement and approved indirect costs	Unapproved budget transfers or missed reporting
Corporate sponsorship	Contracted program, content, equipment, hospitality and reporting	Undisclosed exclusivity, environmental claims without proof or conflicts with children's programs
Membership	Community, media and specified member benefits	Representing membership as equity, ownership or guaranteed financial return
In-kind support	Approved equipment or service scope	Recording unrealistic value or accepting items without maintenance capacity

Allocation principle

RECOMMENDED WATERFALL FOR UNRESTRICTED COMMERCIAL CASH

1) taxes and statutory obligations; 2) buyer and contractual delivery obligations; 3) 90-day operating reserve; 4) approved core-team and sales capacity; 5) essential site safety and maintenance; 6) staged growth investments; 7) discretionary mission contribution approved by leadership.

LEADERSHIP DECISION

Approve a written sources-and-uses policy and create separate accounting dimensions for entity, pillar, project and restriction.

Owner: Founder + Controller + Counsel | Target date: Day 30

Consequence of delay: Management cannot tell which funds are free, restricted, committed or at risk, making growth and fundraising unsafe.

06 Governance, Legal, Environmental and Trust Readiness

The project will raise trust faster by showing disciplined governance than by adding more promotional language. This section defines the minimum control environment.

Proposed governance structure

BODY	MEMBERS	AUTHORITY	CADENCE
Founder / Executive Sponsor	Founder and designated owners	Vision, capital ceiling, major land and brand decisions, executive appointment	Weekly with Program Director; quarterly strategic review
Steering Committee	Founder, Program Director, controller, commercial lead, mission/program representative	Approve portfolio stages, budgets, campaigns, major contracts, public claims and risks	Monthly; emergency meetings as needed

BODY	MEMBERS	AUTHORITY	CADENCE
Program Director / COO	Single accountable operating leader	Integrate workstreams, allocate approved resources, enforce gates and own scorecard	Daily management; weekly operating meeting
Commercial Review	Sales, development, legal, finance and local operations	Inventory, pricing, pipeline, contracts, delivery and buyer issues	Weekly
Mission Program Review	Program leads, partnerships, finance and safeguarding / technical advisers	Restricted budgets, program quality, impact, grants and reporting	Biweekly or monthly
Technical Advisory Group	Environmental, education, astronomy, architecture and local experts	Advisory review; no spending authority unless contracted	Quarterly / at gates
Community / Local Forum	Local representatives, resident prospects, operators and relevant partners	Feedback, issue escalation and co-design; defined rather than symbolic participation	Quarterly and before material site changes

Decision rights

DECISION	RECOMMEND	APPROVE	CONSULT	INFORM
Annual operating budget	Program Director + Controller	Founder / owners	Workstream leads	Steering Committee
Capital project over approved threshold	Program Director + technical owner	Founder / owners	Counsel, controller, local lead	Steering Committee
Land price or discount exception	Commercial Lead	Founder or delegated pricing committee	Controller + counsel	Program Director
Public campaign launch	Partnerships + Program Lead	Steering Committee	Counsel, controller, technical partner	All staff
Grant acceptance	Partnerships + Program Director	Steering Committee / entity board	Controller + counsel	Program owner
New permanent program name	Growth + Program Lead	Founder + Steering Committee	Counsel and local stakeholders	Team
High-risk public claim	Growth Lead	Program Director + counsel	Technical owner	Team
Safety shutdown	Any on-site lead	Immediate authority to stop; Program Director to resume	Safety adviser	Leadership

Entity architecture for counsel to validate

FUNCTION	PREFERRED CONCEPT	WHY	OPEN QUESTIONS
Land / development / sales	Commercial Mexican entity with clear rights and contracts	Holds commercial risk and revenue	Land ownership, permits, tax, consumer rules, foreign buyer route and liabilities
Hospitality / operations	Commercial operator or clearly contracted operating entity	Separates service operations and employment/vendor obligations	Licensing, insurance, labor, food, lodging and local tax requirements
Mission programs	Separate nonprofit / authorized-donee pathway or qualified fiscal sponsor	Improves grant eligibility and protects restricted funds	Purpose, board, tax status, related-party rules, asset use and reporting

FUNCTION	PREFERRED CONCEPT	WHY	OPEN QUESTIONS
Community / resident governance	Association, condominium/HOA or other appropriate structure	Defines common services, rules and long-term stewardship	Common land, fees, voting, maintenance, transfers and dispute process
Intellectual property / media	Owned by designated entity with written licenses	Protects brand, content and campaign deliverables	Creator rights, sponsor use, education materials and archive

This is a management design, not legal advice. Mexican counsel, notary, tax advisers and relevant specialists must confirm the actual structure and required approvals.

Land and foreign-buyer readiness

Mexican law treats land within 50 kilometers of the coast as part of the restricted zone. Foreign residential acquisition in that zone generally uses an authorized bank trust, commonly established for a 50-year term. The buyer journey should explain the actual mechanism, costs, timing and professional roles without oversimplifying it.^[8]

- Prepare a counsel-approved foreign-buyer explainer in English and Spanish.
- Identify the notary, trust-bank options, closing coordinator and expected document sequence.
- Disclose all recurring fees, association obligations, infrastructure responsibilities and construction rules.
- Do not use urgency or investment-return language that could be misleading or trigger securities concerns.
- Keep buyer funds and reservation terms consistent with the signed contract and escrow/trust arrangements.

Environmental and development readiness

Before clearing, building or materially changing land use, the team should obtain a project-specific legal and environmental review. Mexico's environmental impact framework can require a Manifestacion de Impacto Ambiental for applicable works and activities, with the correct modality and authority determined by scope and location.^{[9][10]}

FILE	MINIMUM CONTENT	OWNER
Land / title file	Title chain, survey, boundaries, encumbrances, easements, use rights and common-land definition	Counsel + notary
Permit matrix	Federal, state and municipal permissions by project component and stage	Counsel + technical lead
Environmental baseline	Habitats, vegetation, wildlife, water, soil, drainage, fire and climate risks	Environmental partner
Water plan	Source, rights, capacity, quality, storage, use, wastewater, drought and monitoring	Technical lead
Lighting plan	Fixture inventory, color temperature, shielding, controls, curfew and monitoring	Dark-Sky Lead
Emergency plan	Medical, fire, weather, evacuation, communication, roles and drills	Local Operations
Insurance register	Property, liability, events, vehicles, professional and program-specific coverage	Controller + broker

Restricted funding and deductibility

Tax-deductible donation language should be used only through a structure that is legally entitled to issue the appropriate receipts. Mexico's SAT maintains rules and information for authorized donees. Until counsel confirms eligibility, use contribution, sponsorship, membership or campaign language accurately and state whether payments are deductible.^[1]

Trust infrastructure

- Public progress ledger: quarterly milestones, money raised, money used, delays and next decisions.
- Claim register: each factual statement, date checked, evidence link, approver and next review date.
- Conflict-of-interest register: founders, board members, staff, contractors, land transactions and related-party agreements.
- Whistleblowing and grievance path: private channel, non-retaliation rule, triage owner and response target.
- Child and vulnerable-person safeguarding: screening, code of conduct, supervision, consent, photography and incident response.
- Privacy and consent: newsletter, buyer data room, visitor waivers, photographs, research data and minors.
- Procurement controls: thresholds, competitive quotes, scope changes, acceptance and asset inventory.

Public claim approval workflow

STEP	ACTION	ROLE
1	Draft claim and identify intended audience / channel	Growth or Program Lead
2	Attach source evidence, date and any limiting language	Claim owner
3	Technical review for environmental, education, property, financial or scientific claims	Relevant specialist
4	Legal review where the claim affects purchase, donation, investment, safety or regulated activity	Counsel
5	Approve, version and publish from the central claim library	Program Director
6	Revalidate on the review date or remove	Claim owner

LEADERSHIP DECISION

Commission the legal, permit, environmental and entity gap audit before accepting restricted mission funds or scaling sales media.

Owner: Founder + Program Director | Target date: Day 7 to start; Day 30 for gap memo
Consequence of delay: The project may collect money against promises it cannot lawfully or operationally deliver.

07 Marketing, Content and Distribution System

Marketing should document a real place becoming more useful, resilient and welcoming. The system must convert attention into owned relationships and then into visits, purchases, partnerships or support.

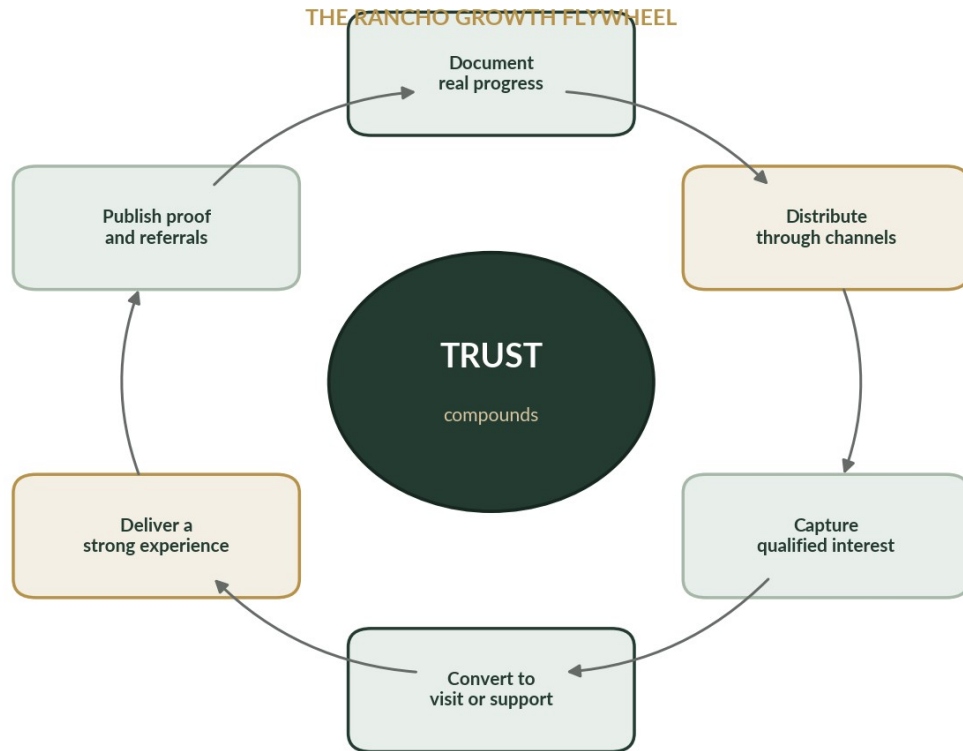


Figure 3. The growth flywheel: each delivered experience creates proof for the next cycle.

Channel roles

CHANNEL	ROLE	CORE FORMAT	PRIMARY CTA	OWNER
Website	Source of truth and conversion	Audience landing pages, data rooms, journal and program pages	Schedule / request / join / apply	Growth + CRM
Email	Owned relationship and conversion	Segmented welcome, monthly field note, campaign and visit sequences	Reply, book, attend, support	CRM Lead
YouTube	Long-form trust and search	Monthly documentary, interviews, technical explainers and site walks	Join list / watch briefing	Content Producer
Instagram	Visual discovery and social proof	Reels, carousels, stories, field notes and partner posts	Save / share / visit link	Social / Content
TikTok	Reach and human process	Short field diaries, answers, transformations and night-sky clips	Follow / join briefing	Social / Content
LinkedIn	Institutional and professional network	Program milestones, partnerships, research, jobs and governance	Partner / sponsor inquiry	Partnerships Lead

CHANNEL	ROLE	CORE FORMAT	PRIMARY CTA	OWNER
Pinterest / search	Evergreen discovery	Architecture, landscape, retreats, astronomy and educational guides	Visit site / join list	SEO / Content
PR / earned media	Third-party credibility	Founder profile, place story, milestone and partner announcement	Visit / partner / subscribe	Communications
Paid media	Controlled demand capture and retargeting	Search, lead generation, video and retargeting	Qualified action only	Growth Lead
On-site	Conversion and proof	Tours, briefing materials, signage, QR follow-up and filmed experiences	Reserve / refer / review	Local Operations

Website information architecture

PAGE / AREA	JOB	REQUIRED ELEMENTS
Home	Explain the whole place and route audiences	One position, real status, participation paths, proof, map, latest progress and clear primary CTA
Live here	Qualify residents and buyers	Inventory/status, lifestyle, governance, infrastructure, process, FAQs, visit CTA and data-room request
Visit	Convert curiosity into a controlled experience	Available formats, capacity, transport, calendar/waitlist, safety, pricing and booking terms
Retreats	Generate qualified organizer inquiries	Use cases, site assets, logistics, sample format, pricing method, proposal form and partner evidence
Programs	House education, conservation, dark sky and residencies	Stage labels, operators, eligibility, dates, outcomes, budgets and applications
Support	Present fundable mission projects	One live priority, budget, milestones, team, reporting, terms and contribution options
Impact	Report progress and constraints	Baseline, targets, quarterly updates, fund use, partners and what did not go to plan
Journal	Build search and trust	Documentary episodes, field notes, technical articles, people and photo essays
About / governance	Show who is accountable	Team, entities, advisers, policies, contact, media kit and grievance route
Buyer data room	Support due diligence	Controlled document access, version log, FAQs and named coordinator

Content franchises

FRANCHISE	PROMISE TO AUDIENCE	EXAMPLES	BUSINESS LINK
Building Slowly	See how decisions are made and what progress really takes	Road, water, shade, material, maintenance and design choices	Buyer trust + sponsor proof
People of the Rancho	Meet the people doing and affected by the work	Local operators, educators, builders, residents, researchers and partners	Trust + recruitment + local legitimacy

FRANCHISE	PROMISE TO AUDIENCE	EXAMPLES	BUSINESS LINK
Land Notes	Understand ecology, seasons and stewardship	Soil, water, species, restoration and farming trials	Conservation funding + education
Under the Stars	Experience and learn from the night sky	Sky diaries, astrophotography, light audits and astronomy nights	Campaign + visits + STEM
Home in the Making	Follow a transparent eco-home path	Design, budgets, materials, passive strategies and construction lessons	Qualified buyer demand
From Chacahua	Connect the Rancho to its wider region responsibly	Culture, ecology, travel, local partners and visitor conduct	Destination + partnerships
Open Ledger	See milestones, spending and lessons	Quarterly progress, campaign use, delays and next decisions	Supporter and sponsor retention

Monthly production cadence

OUTPUT	VOLUME / MONTH	SOURCE MATERIAL	REUSE
Flagship documentary / film	1	One meaningful milestone or question	Trailer, 8-12 shorts, newsletter, article, pitch assets
Field diary videos	2	Founder, operator or specialist updates	Shorts, stories, FAQs and sales follow-up
Short videos	12-16	Flagship, site capture and direct answers	Instagram, TikTok, YouTube Shorts, retargeting
Carousels / photo essays	8	Field facts, maps, progress and people	Instagram, Pinterest, LinkedIn and email
Newsletter editions	2	Field note + specific invitation	Website archive and partner forwarding
Search articles	2	Buyer, destination, dark-sky or education questions	Sales resources and AI/search discoverability
Partner posts	2	Joint activity or expert contribution	Earned distribution and credibility
Virtual briefing / open house	1	Current progress and live Q&A	Lead qualification and objections library

Editorial workflow

1. Monthly editorial meeting selects one commercial story, one mission story, one human story and one useful question.
2. Producer creates a shot list, releases, safety plan, fact sheet and distribution brief before filming.
3. Technical owner verifies all factual claims; counsel reviews regulated or transaction-related language.
4. Editor produces the flagship asset first, then a controlled derivative package rather than unrelated daily posts.
5. CRM owner assigns every asset to an audience segment, landing page and next action.
6. Growth Lead publishes, distributes, tracks lead quality and records objections or questions for the next cycle.
7. Monthly review decides what to repeat, stop, update or convert into evergreen sales/funding material.

Distribution allocation

EFFORT POOL	SHARE OF DISTRIBUTION EFFORT	WHAT IT INCLUDES
Owned audience	30%	Email, website, CRM sequences, virtual briefings and community updates
Organic social / video	25%	YouTube, Instagram, TikTok, LinkedIn, Pinterest and partner collaborations
Partnership distribution	20%	Universities, retreat leaders, brands, tourism, educators, creators and local networks
Earned media / PR	10%	Relevant publications, podcasts, documentary coverage and milestone announcements
Paid acquisition	10%	High-intent search, retargeting, controlled lead tests and event promotion
On-site referrals	5%	Guest follow-up, reviews, resident introductions, QR capture and ambassador kits

Effort allocation is a starting point. Paid media should increase only after lead definitions, response times, visit capacity and conversion tracking are stable.

Lead capture and segmentation

FORM / SIGNAL	TAG / PIPELINE	IMMEDIATE RESPONSE	NURTURE
Live / buy interest	Buyer	Qualification questions + booking link within 5 minutes	Buyer education, availability, visit and data-room sequence
Retreat inquiry	Retreat partner	Capacity and date screen within 1 business day	Case format, logistics, proposal and site assessment
Visit interest	Visitor	Upcoming formats, transport and waitlist	Field notes, dates and referral invitation
Support a project	Supporter	Campaign case and contribution status	Milestones, open ledger, events and renewal
Sponsor / grant	Institutional	Named Partnerships Lead response within 1 business day	Concept notes, diligence, budget and reporting calendar
Creator / educator / researcher	Collaborator	Eligibility and application/proposal guide	Calls, partner stories and cohort announcements
Local vendor / neighbor	Local stakeholder	Spanish-language named contact	Opportunity, meeting and issue updates

Paid media rules

- Use paid media to amplify a working funnel, not to compensate for missing proof or unclear offers.
- Separate campaigns by buyer, retreat, event and supporter intent; never mix them into one conversion objective.
- Optimize first for qualified actions and completed visits, not cheap leads.
- Send high-intent traffic to a specific page with one action and an appropriate follow-up sequence.
- Cap tests, document hypotheses, hold a clean control and stop campaigns that generate low-quality inquiries.

- Use retargeting only with lawful consent, accurate privacy notices and reasonable frequency.

Marketing service levels

EVENT	SERVICE LEVEL
Buyer form	Automated acknowledgement immediately; human contact within two working hours during operating days
Retreat / sponsor / grant inquiry	Named owner responds within one working day
General visitor message	Response within one working day; common questions routed to maintained FAQ
Data-room request	Qualification and access decision within one working day
Public factual correction	Acknowledge within one working day; verify and correct or explain within three working days
Safety / safeguarding report	Immediate triage according to incident protocol

LEADERSHIP DECISION

Approve the website journeys, CRM pipeline and monthly content franchises as one system, with one Growth Lead accountable for conversion.

Owner: Program Director + Growth Lead | Target date: Day 30

Consequence of delay: Content volume grows while contacts remain unsegmented, follow-up is inconsistent and leadership cannot attribute results.

08 Commercial Sales, Visits and Hospitality Funnels

The commercial engine should qualify people carefully, move them toward direct experience and protect trust throughout the transaction. Visits are the bridge between media and commitment.

Buyer funnel

STAGE	ENTRY CRITERIA	TEAM ACTION	EXIT CRITERIA	KPI
1. Inquiry	Completed buyer form, referral or direct conversation	Acknowledge, record source, ask qualification questions	Need, timing, budget range, use case and citizenship/residency context known	Response time; qualified rate
2. Briefing	Basic fit confirmed	Send date-stamped briefing and invite live call	Prospect understands location, offer, status, process and key risks	Briefing attendance; engagement
3. Qualification	Intent and ability appear plausible	Commercial call; document objections and decision group	Mutual fit and next step agreed	Call-to-visit conversion
4. Visit	Prospect accepts visit terms and logistics	Deliver structured tour, evidence and realistic expectations	Prospect chooses data-room review, hold/reservation path or nurture	Visit show rate; visit NPS
5. Due diligence	Serious prospect requests documents	Controlled data-room access and coordinated Q&A	Material questions answered and counsel/notary pathway understood	Days in diligence; issue count

STAGE	ENTRY CRITERIA	TEAM ACTION	EXIT CRITERIA	KPI
6. Reservation / contract	Commercial terms and legal process accepted	Issue counsel-approved documents; track conditions and payments	Signed agreement and funds handled as documented	Reservation rate; fall-through
7. Closing / onboarding	Conditions satisfied	Coordinate notary/trust/closing, handover and resident orientation	Transaction complete and obligations entered into delivery register	Cycle time; satisfaction
8. Advocacy	Buyer receives reliable follow-through	Invite reviews, referrals, participation and progress briefings	Qualified referral or active community participation	Referral rate; issue resolution

Buyer qualification framework

DIMENSION	QUESTIONS	WHY IT MATTERS
Intent	Primary residence, seasonal use, family plan, personal retreat, community participation or other?	Determines fit and evidence required
Timing	When could a visit, decision and build realistically occur?	Avoids treating curiosity as active pipeline
Budget	Comfortable land, closing, infrastructure and build envelope?	Prevents an incomplete affordability conversation
Decision group	Who else participates in the decision and must visit or review?	Reduces late-stage surprises
Citizenship / structure	Mexican or foreign buyer; personal or entity; counsel already involved?	Routes the correct legal explanation
Values / expectations	Desired privacy, services, community involvement, development pace and environmental priorities?	Tests alignment with the place
Constraints	Financing, accessibility, school, medical, connectivity, pets, rental expectations or time on site?	Surfaces operational mismatches

The guided visit product

PHASE	CONTENT	OWNER
Before visit	Qualification, itinerary, transport, weather, footwear, waiver, expectations and decision-maker attendance	Sales Concierge
Welcome	Purpose, current status, safety, map and what will / will not be covered	Local Operations
Site experience	Access, homesites, common areas, infrastructure, ecology, night-sky potential and realistic constraints	Sales + Technical owner
Evidence session	Price sheet, timeline, governance, buyer pathway, design rules, FAQs and data-room process	Commercial Lead
Reflection	Private time, questions, fit check and agreed next step without high-pressure tactics	Sales Concierge

PHASE	CONTENT	OWNER
After visit	Personalized summary in 24 hours, document access, unanswered-question register and next call	Sales + CRM

Visit readiness checklist

- Named host, backup host and maximum daily visitor capacity.
- Verified route instructions, transfer options, road and weather advisories.
- Site map with boundaries, available areas, restricted zones and emergency assembly point.
- Water, shade, sanitation, seating, first aid, communications and evacuation capability.
- Visitor waiver, privacy/photo consent and child/pet rules.
- Printed or digital fact sheet using the approved claim library.
- Lead record and follow-up task created before the visitor leaves.
- Incident and near-miss log reviewed after every event day.

Retreat and event funnel

STAGE	ACTION	DOCUMENT / CONTROL
Lead	Screen dates, group size, purpose, facilitator experience, budget and accommodation needs	Retreat inquiry form
Discovery	Review guest profile, agenda, food, transport, risk, noise, content and commercial model	Discovery notes + red-flag checklist
Site assessment	Confirm usable spaces, flow, weather alternatives, services and community impact	Capacity and logistics plan
Proposal	Issue scope, inclusions, exclusions, price, deposits, cancellation and responsibilities	Standard proposal + assumptions
Contract	Confirm insurance, waivers, safeguarding, vendor rules, content rights and payment schedule	Counsel-approved agreement
Preproduction	Freeze guest count, schedule, staffing, purchases, transport and emergency contacts	Run of show + production budget
Delivery	Execute service standard and log incidents, changes and guest feedback	Event control sheet
Reconciliation	Close vendor bills, margin, issues, partner debrief and renewal opportunity	Post-event P&L + review

Pilot retreat formats

FORMAT	SIZE / DURATION	OBJECTIVE	SUCCESS GATE
Founder field weekend	8-12 people / 2 days	Convert warm prospects and partners through direct experience	80%+ satisfaction; qualified next actions; no material safety failure
Dark-sky field night	12-25 people / 4-6 hours	Test astronomy operations, content and campaign demand	Safe delivery; 70%+ opt-in; technical learnings captured

FORMAT	SIZE / DURATION	OBJECTIVE	SUCCESS GATE
Regenerative learning day	15-30 people / 1 day	Test education/conservation modules with a qualified partner	Learning feedback, safeguarding compliance and repeat request
Partner-led wellness retreat	10-20 people / 2-3 days	Validate venue and operator model without building an internal retreat brand first	Positive contribution margin and partner rebooking interest
Creator field residency	2-4 people / 3-7 days	Generate useful work and test residency logistics	Agreed outputs delivered; rights clear; operating burden acceptable

Hospitality unit economics template

LINE	CALCULATION / CONTROL
Gross booking value	Participant price x paid participants + approved add-ons
Less refunds / discounts	Record separately; approval required above threshold
Net revenue	Gross booking value less refunds, discounts and collected taxes as applicable
Direct labor	Hosts, facilitators, production, cleaning, security, drivers and overtime
Direct supplies	Food, beverages, materials, consumables, rentals and guest amenities
Transport / accommodation	Vendor costs paid or guaranteed by the Rancho
Partner share	Contracted facilitator or organizer share
Allocated site cost	Utilities, wear, maintenance, insurance allocation and setup/strike
Contribution margin	Net revenue less all direct and allocated delivery costs
Post-event reserve	Damage, refunds, follow-up and maintenance allowance

Commercial dashboard

<2 hrs LEAD RESPONSE TARGET	12 / 90d QUALIFIED VISIT TARGET	3 PILOT RETREAT FORMATS	Weekly PIPELINE REVIEW
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- New inquiries by source and audience segment.
- Qualification rate and reasons for disqualification.
- Briefing, call, visit, data-room, reservation and closing conversion.
- Median days in each stage and unresolved question age.
- Expected cash by month, probability, conditions and committed delivery costs.
- Visit satisfaction, referral rate and complaints.
- Retreat pipeline, booked contribution margin and operational capacity.

LEADERSHIP DECISION

Treat visits as a designed product with capacity, safety, evidence, CRM and follow-up, not as informal founder tours.

Owner: Commercial Lead + Local Operations | Target date: Day 30

Consequence of delay: Prospects receive inconsistent information, safety and service vary, and high-value conversations disappear into private messages.

09 Funding Platform and Campaign Portfolio

Platforms are distribution and transaction tools, not funding strategies. The project must define the right entity, project, audience, budget and post-campaign obligation before choosing a platform.

Campaign suitability test

TEST	PASS CONDITION
Specific outcome	A supporter can understand exactly what will exist or change after funding.
Public benefit or value exchange	The contribution supports a defensible mission outcome or a clearly delivered reward.
Delivery owner	One named person has authority, capacity and an operating plan.
Legal readiness	Entity, payment language, taxes, restrictions, contracts and platform eligibility are confirmed.
Costed scope	Budget includes fees, taxes, fulfillment, contingency, maintenance and reporting.
Evidence	Technical need, location, beneficiaries, partners and risks are documented.
Audience	A credible portion of the target can be raised from known supporters and partners.
Content capacity	The team can create campaign assets, respond daily and publish progress after funding.
Fallback	The team knows what happens if the target is missed, exceeded or delayed.

Platform comparison

PLATFORM / ROUTE	BEST USE FOR RANCHO	CURRENT MECHANIC / COST	ADVANTAGE	CAUTION
Artizen	Creative, scientific and public-benefit projects with strong artifacts and storytelling	Artizen describes community funds and match-funding opportunities; current program terms must be confirmed before launch	Mission-aligned community and potential matching pools	Do not make the budget depend on unconfirmed selection or matching

PLATFORM / ROUTE	BEST USE FOR RANCHO	CURRENT MECHANIC / COST	ADVANTAGE	CAUTION
Kickstarter	A discrete creative product, documentary, book, field kit or defined public installation	5% platform fee plus roughly 3-5% payment processing if successfully funded	Large rewards-crowdfunding audience and clear all-or-nothing discipline	Project and creator eligibility, fulfillment and launch audience are critical
Indiegogo	Defined rewards/preorder-style campaign where its eligibility and current model fit	Current public help materials show 5% platform fee plus processing; current campaigns use fixed funding	Campaign tooling and international reach	Confirm country/entity eligibility and current product direction before committing
Patreon / membership	Ongoing field notes, briefings, learning content and community access	New creator pages generally use a 10% platform plan plus processing and other applicable fees	Recurring relationship rather than one launch	Requires a reliable monthly benefit and churn management
GlobalGiving / fiscal partner	Eligible nonprofit projects with due diligence and ongoing donor reporting	Organizations apply through a pathway and due-diligence process	Institutional donor trust and nonprofit discovery	Requires eligible structure, documentation and reporting capacity
Direct campaign	Known supporters, sponsors and major gifts routed through the correct entity	Payment, tax, CRM and compliance costs chosen by the project	Owns audience, data and narrative	The Rancho carries all trust, legal, fraud, support and reporting obligations
Grants	Education, conservation, community and science programs	No platform fee; significant eligibility, proposal and reporting costs	Non-dilutive mission capital and expert validation	Restricted uses, long lead times and competitive selection
Corporate sponsorship	Equipment, programs, content, scholarships and in-kind support	Negotiated contract and activation budget	Can combine money, capability and distribution	Protect program independence, child safety and environmental credibility

Platform fees and terms change. Figures above reflect public information reviewed for this plan and must be rechecked immediately before launch. ^{[2][3][4][5][6][7][16]}

Recommended campaign portfolio

PRIORITY	PROJECT	ROUTE	TIMING	WHY
1	Under the Chacahua Sky: Dark-Sky Observatory and Regenerative Learning Lab	Artizen + direct anchors + equipment sponsors	Prepare months 1-3; launch only after gates	Distinctive, visual, educational, scientific and stageable
2	Field Guide / documentary product tied to the land and night sky	Kickstarter or direct rewards campaign	Months 6-12 after content audience grows	Tangible reward, international shipping can be controlled through digital/limited editions
3	Native restoration and water-resilience pilot	Grant + sponsor + direct restricted support	Apply months 2-9 as baseline and partners allow	Strong public benefit and measurable environmental outcomes
4	Outdoor learning scholarship cohort	Grant / sponsor / direct giving through eligible structure	After educator and safeguarding readiness	Clear beneficiary and recurring sponsor pathway
5	Rancho Field Circle membership	Direct or Patreon-style recurring membership	Soft launch months 4-6	Funds media and community participation between campaigns

What should not be crowdfunded first

- General land acquisition or private real-estate infrastructure without a clear public-benefit structure.
- A full permanent school before operator, legal pathway, demand, safeguarding and phased cost are validated.

- A large visitor center, restaurant or lodging expansion without demonstrated demand and an operating model.
- Vague “save the environment” funds without a baseline, intervention, beneficiary, budget and monitoring plan.
- Projects whose completion depends on separate unresolved permits, land rights or matching funds.
- Campaigns that use ownership, profit, appreciation, investment or governance language without specialized legal review.

Campaign calendar logic

PERIOD	ACTIVITY	RULE
Weeks 1-4	Scope, legal route, technical partner, budget and evidence	No public launch date
Weeks 5-8	Story, visuals, rewards/artifacts, landing page, CRM and anchor conversations	Private testing only
Weeks 9-12	Precommitments, partner distribution, application and final risk review	Launch only if gates pass
Campaign live	Daily community management, weekly updates, partner pushes and spend control	One campaign owner; no unrelated launch
0-30 days after	Thank, collect information, finalize procurement and publish delivery calendar	Do not disappear after payment
Monthly to completion	Milestone update, budget status, risk and evidence	Report delays before supporters ask
Closeout	Completion report, asset inventory, maintenance owner and next phase	No new campaign until closeout is credible

Campaign unit economics

LINE ITEM	PLANNING RULE
Gross campaign target	Total amount displayed or requested
Platform and payment fees	Use current platform calculator and include foreign-exchange / payout costs
Taxes and compliance	Confirm entity and payment treatment with adviser
Reward / artifact production	Prototype cost, final unit cost, minimum order, spoilage and quality control
Fulfillment	Packaging, shipping, customs, address support, replacements and lost items
Campaign production	Film, photography, copy, design, translation, page build and launch event
Program delivery	Equipment, construction, labor, professional fees, permits and program activity
Operations / reporting	Project management, bookkeeping, supporter service, measurement and updates
Maintenance reserve	Storage, repairs, insurance, replacement and trained operator
Contingency	Normally 10-20% depending on scope uncertainty and imports
Net usable project funds	Gross less every cost above; this is the true delivery envelope

Launch gates

GATE	MINIMUM EVIDENCE	STOP CONDITION
Legal	Entity, payment terms, restrictions, contracts and required permissions confirmed	Counsel cannot support the route or public language
Technical	Scope, site, operator, procurement plan and maintenance documented	Material dependency has no owner or approval path
Financial	Full-cost budget, fee reserve, contingency and cash timing approved	Target excludes known costs or requires undisclosed cross-subsidy
Audience	At least 30% credible anchor/precommit capacity or equivalent institutional commitments	Campaign depends primarily on cold-platform discovery
Distribution	500 engaged emails, 50 active ambassadors and 10 anchor conversations as a practical starting benchmark	No coordinated first-72-hour plan
Delivery	Named project manager, reporting cadence, service desk and fallback scope	Team cannot support fulfillment and monthly updates
Reputation	Claims verified, partner permissions signed and negative scenarios rehearsed	Known contradiction or unresolved stakeholder objection

LEADERSHIP DECISION

Use a portfolio of platform, direct, grant and sponsor routes, but permit only one public campaign to be in active launch mode at a time.

Owner: Steering Committee | Target date: Day 30

Consequence of delay: The same audience receives overlapping asks, staff attention fragments and incomplete campaigns weaken confidence.

10 Artizen Campaign Playbook

Artizen is a strong fit when the Rancho presents a bounded creative, scientific or cultural project with a compelling artifact, credible delivery team and a community prepared to act. It should not be used as a generic request to fund the entire development.

Recommended campaign concept

UNDER THE CHACAHUA SKY

Create a phased dark-sky observatory and regenerative learning lab that measures and protects night-sky quality, runs public astronomy and astrophotography programs, equips local and visiting learners, and documents how responsible lighting and ecological stewardship can coexist with a growing community.

Why this project fits

FIT FACTOR	APPLICATION
Distinctive place	The night sky is connected directly to the Rancho's location, landscape and planned observatory.
Creative output	Photography, film, sound, writing, field guides and artist/scientist collaborations can emerge from the program.
Scientific value	Sky-quality monitoring and responsible-lighting work create measurable data and educational use.
Public participation	Astronomy nights, school modules, workshops and remote updates let supporters participate.
Phased delivery	The team can fund baseline, equipment and shelter separately instead of promising a complete permanent observatory at once.
Strong artifact	Supporters can receive a meaningful physical or digital work connected to the sky data and field program.
Sponsor fit	Optics, camera, outdoor, solar, lighting and education partners can contribute equipment or expertise.

Campaign statement

We are building the first operating phase of a dark-sky and regenerative learning program at Rancho de las Estrellas. The campaign will fund the technical baseline, responsible-lighting plan, field equipment, a secure observation platform, program design, training and a year of documented public learning. The permanent facility will be considered only after this phase proves demand, operations and environmental fit.

Illustrative \$125,000 base budget

BUDGET LINE	AMOUNT	DELIVERABLE
Sky-quality baseline and responsible-lighting plan	\$12,000	Measurement protocol, baseline report, fixture guidance and monitoring schedule
Astronomy / education consultation and program design	\$8,000	Technical scope, safety, curriculum and operating procedures
Telescope, optics and core accessories	\$28,000	Field-ready equipment selected for program needs and local conditions
Monitoring and field equipment	\$8,000	Sky meters, weather, power/data and storage equipment
Secure platform / shelter / power / data	\$25,000	Phase-one observation and learning area, subject to approvals and bids
Curriculum, training and safeguarding	\$10,000	Facilitator training, learning modules, participant materials and child-safety controls
Documentation and translation	\$8,000	Film, photography, field reports and Spanish/English materials
Campaign administration and supporter service	\$10,000	Platform/payment allowance, CRM, bookkeeping, updates and support
Contingency	\$16,000	Scope, pricing, imports, weather and unforeseen delivery needs

BUDGET LINE	AMOUNT	DELIVERABLE
Total	\$125,000	Phase-one program fully costed before any permanent observatory promise

This is a planning budget. Technical study, permits, vendor bids, platform charges, taxes and exchange rates must be confirmed before publishing a target.

Alternative funding levels

LEVEL	TARGET	SCOPE
Minimum viable phase	\$75,000	Baseline, lighting plan, field telescope/monitoring kit, mobile learning program, training, content and contingency
Base campaign	\$125,000	Minimum phase plus secure platform/shelter, expanded equipment, year-one programming and documentation
Expanded phase	\$250,000	Base campaign plus larger public-learning infrastructure, accessibility improvements, deeper curriculum and multi-partner programming, subject to approvals

Artifact strategy

The artifact should be a meaningful expression of the funded work, not an expensive promotional giveaway. It must be legally clear, affordable to fulfill and valuable even to a supporter who never visits the Rancho.

ARTIFACT	FORMAT	WHY IT WORKS	FULFILLMENT RISK
Night-sky field atlas	Numbered digital edition; limited archival print tier	Combines sky data, images, field notes and learning content	Print quality, international shipping and rights
Adopt-a-night data series	Quarterly digital observation packet and final annual report	Ties support to ongoing measurement and progress	Requires disciplined data collection and interpretation
Commissioned sky work	Limited photographic, sound or written work by a selected creator	Connects art and science without implying ownership in the project	Creator contract, edition control and delivery schedule
Field learning kit	Teacher/family digital kit; limited physical equipment tier	Extends the program beyond the site	Safety, equipment sourcing, shipping and support
Founding sky session	Small-group virtual or on-site guided program	Creates participation and direct connection	Capacity, travel expectations and weather backup

ARTIFACT RULE

Do not describe an artifact as land ownership, equity, a security, profit participation, intellectual-property ownership or decision rights. Counsel should review the final terms, rights and transfer language.

Campaign story structure

1. Open with the night: show what people can currently see, hear and feel at the site.
2. Name the risk: unmanaged development and poor lighting can erode the night environment before anyone measures it.
3. Show the opportunity: protect the sky while creating a practical science, art and education program.
4. Introduce the delivery team: local operator, astronomy / lighting adviser, education partner, project manager and financial controller.
5. Present the exact funded phase: baseline, equipment, safe platform, training, programs, reporting and maintenance.
6. Show the budget and sequence: supporters should understand what happens first and what remains outside the campaign.
7. Invite participation: contribute, share, become an ambassador, partner with equipment or apply as a program collaborator.
8. Commit to reporting: publish a delivery calendar, monthly updates and a final open ledger.

Campaign asset list

ASSET	SPECIFICATION	OWNER
Campaign film	2-3 minutes; place, problem, people, phase, budget and clear ask	Content Producer
Short launch trailer	20-40 seconds for social and partner sharing	Content Producer
Project page copy	Plain-language case, scope, budget, timeline, risk, team and FAQs	Campaign Lead + copy
Technical note	Sky baseline method, lighting principles, equipment and operating approach	Technical Partner
Budget graphic	Full target, uses, fee allowance, contingency and exclusions	Controller + design
Site map / render	Observation area, access and phase boundaries; labeled conceptual where applicable	Technical / Design Lead
Team portraits and bios	Named accountable people, relevant experience and contact route	Campaign Lead
Artifact prototypes	Photographed or demonstrated before launch; costs validated	Creative Lead
Partner permissions	Logo, quote, role and distribution commitment in writing	Partnerships Lead
FAQ and risk page	Permits, weather, delays, equipment, access, maintenance and tax/payment language	Campaign Lead + counsel
CRM sequences	Prelaunch, launch, mid-campaign, final 72 hours, thank-you and fulfillment	CRM Lead
Open-ledger template	Budget, commitments, cash, milestones, changes and evidence	Controller

Prelaunch audience plan

COHORT	TARGET BEFORE LAUNCH	ACTION
Anchor supporters	10-20 credible people / institutions able to cover about 30% of target collectively	Private brief, diligence access, explicit written intent where appropriate

COHORT	TARGET BEFORE LAUNCH	ACTION
Ambassadors	50 active advocates	Personal sharing kit, unique links, schedule and weekly check-in
Email audience	500+ engaged contacts as a starting launch threshold	Interest survey, live briefings and segmented prelaunch sequence
Technical / education partners	3-5 named partners	Written role, quote, contribution and distribution commitment
Equipment / brand prospects	10-15 qualified sponsor conversations	Specific equipment or program ask, not generic sponsorship
Media / creators	20-30 relevant contacts	Embargoed story kit, interview access and high-quality assets
Local stakeholders	Documented briefing before public launch	Explain scope, access, benefits, impacts and contact route in Spanish

Eight-week prelaunch sprint

WEEK	OUTPUT	GO / NO-GO QUESTION
1	Project charter, owner, legal route and technical partner	Is the funded phase real, lawful and owned?
2	Baseline scope, budget v1, artifact concepts and risk register	Is the target based on full cost?
3	Partner roles, site map, delivery calendar and maintenance plan	Can the team operate what it builds?
4	Film capture, copy outline, prototype and supporter interviews	Does the case resonate without overclaiming?
5	Page draft, budget review, FAQ, terms and CRM automation	Can every claim and use be defended?
6	Private preview with anchors, partners and local stakeholders	Is credible precommit capacity approaching the threshold?
7	Final content, distribution roster, launch calendar and support coverage	Can the team execute the first 72 hours and daily service?
8	Steering Committee gate review and platform application / scheduling	Have all legal, financial, audience and delivery gates passed?

Live campaign operating rhythm

FREQUENCY	ACTIVITY
Daily	Funding pace, conversion, messages, comments, payment issues, partner activity and content response reviewed by Campaign Lead
Monday	Publish progress, next milestone and one concrete story from the field
Tuesday-Wednesday	Partner collaborations, interviews, demonstrations and direct anchor follow-up
Thursday	FAQ, technical or budget transparency content

FREQUENCY	ACTIVITY
Friday	Community spotlight, artifact/story update and ambassador briefing
Final 72 hours	Coordinated email, partner, live-event, direct-outreach and retargeting plan; no invented urgency
Weekly leadership review	Target, net usable funds, commitments, risk, spend, sentiment and delivery impact

Delivery and reporting plan

MILESTONE	TARGET WINDOW	EVIDENCE
Funds reconciled and final scope confirmed	0-30 days after close	Net funds, fees, restrictions, revised budget and procurement schedule
Baseline / lighting work started	Month 1-2	Partner agreement, methods, field records and initial observations
Core equipment procured	Month 2-4	Purchase records, inventory, warranty, storage and operator assignment
Platform / shelter phase completed	Month 3-7, subject to approvals	Photos, sign-off, cost and variance report
Facilitator training complete	Month 4-7	Curriculum, attendance, assessment and safeguarding record
First programs delivered	Month 5-9	Participant data, feedback, safety record and media
Year-one report	Month 12	Sky data, programs, finances, lessons, maintenance and next-phase recommendation

Artizen has described community funds with rolling applications, awards up to \$50,000 for selected projects, and match-funding programs in which eligible contributions may be matched. Artizen has also announced specific themed funds such as the \$100,000 Terminus Fund. These opportunities are program-specific and should be treated as upside until the Rancho has written confirmation of eligibility and current terms. ^{[2][3][4]}

LEADERSHIP DECISION

Authorize development of the dark-sky campaign case, but do not set a public launch date until the baseline scope, entity, target budget, partner roles and anchor threshold are approved.

Owner: Steering Committee | Target date: Concept approval Day 30; launch gate after prelaunch sprint

Consequence of delay: A compelling story launches before the project has the capacity, evidence or funds to deliver it.

11 Partnerships, Sponsorships and Grants

The strongest partnerships solve a defined capability gap. The Rancho should approach organizations with a scoped role, budget, deliverables and decision path rather than a broad request to “collaborate.”

Partnership map

PARTNER TYPE	WHAT THE RANCHO NEEDS	WHAT THE PARTNER MAY VALUE	FIRST PROPOSAL
Local community / vendors	Knowledge, legitimacy, services, talent and issue identification	Income, training, visibility, access and respect	Vendor and participation mapping session
Universities / researchers	Baseline studies, monitoring, students, methods and credibility	Field access, data, teaching and publication opportunities	One-year field-learning or research MOU
Schools / educators	Curriculum, facilitators, child-safety systems and participant demand	Outdoor site, scholarships and teacher development	Two pilot learning days
Environmental NGOs	Technical design, grant readiness, community methods and monitoring	Demonstration site, measurable outcomes and outreach	Restoration / water pilot with shared indicators
Astronomy / dark-sky groups	Sky methods, responsible lighting, facilitators and equipment guidance	New observing site, outreach and protection work	Baseline and public-program partnership
Tourism / hospitality	Qualified visitors, transport, lodging and destination coordination	Distinctive itinerary and new product	Pilot package and referral agreement
Retreat leaders	Audience and facilitation capability	Venue, content and repeat destination	Partner-led pilot retreat
Creative communities	High-quality storytelling and programs	Residency, field access, commissioning and audience	Commissioned field story or pilot residency
Brands	Equipment, funds, expertise and distribution	Relevant use, content, education, impact and hospitality	Named equipment or program package
Foundations / grantmakers	Restricted capital and technical support	Mission-aligned, governed, measurable work	Two-page concept note and diligence packet
Government / public institutions	Permissions, local alignment, program coordination and eligible support	Tourism, education, conservation and community outcomes	Formal introduction and program-specific route

Partner qualification score

CRITERION	WEIGHT	QUESTION
Mission / commercial fit	20%	Does the partnership advance a current priority rather than add a new distraction?
Capability	20%	Does the organization bring expertise, audience, money, assets or authority the Rancho lacks?
Credibility / conduct	15%	Is its track record compatible with environmental, community, child-safety and brand standards?
Execution capacity	15%	Are named people, time, budget and decision rights available?
Economics	10%	Does the agreement cover full costs and avoid hidden liabilities?

CRITERION	WEIGHT	QUESTION
Measurement	10%	Can outputs and outcomes be tracked without unreasonable burden?
Distribution	5%	Will the partner actively reach a useful audience?
Long-term value	5%	Could the relationship continue or compound after the first activity?

Sponsorship inventory

SPONSOR ASSET	TARGET PARTNERS	DELIVERABLES	CONTROL
Dark-sky equipment partner	Optics, camera, monitoring, solar, storage and responsible-lighting brands	Equipment, training, documented field use, selected content and impact report	No claim that sponsorship certifies all project environmental practices
Learning access partner	Education, technology, banking and family brands	Scholarships, materials, transport, educator support and outcome report	Child privacy, no direct marketing to children and brand-safety review
Restoration field partner	Outdoor, water, tools, renewable energy and sustainability programs	Equipment, staff days, monitoring and field content	Technical intervention selected by specialists, not sponsor preference
Creator residency partner	Camera, software, design, media and cultural organizations	Residency support, commissioned output, workshops and content license	Creator independence, IP and disclosure terms
Hospitality mobility partner	Travel, vehicle, lodging and tourism operators	Transfers, packages, guest support and co-marketing	Safety, service standards and transparent commercial relationship
Annual field report partner	Professional services and aligned institutions	Funding for research, measurement, design and publication	Editorial and data integrity retained by Rancho / technical owner

Sponsorship levels: illustrative

LEVEL	CASH / IN-KIND RANGE	TYPICAL PACKAGE
Supporting Partner	\$5,000-\$15,000	Named support for one activity, limited recognition, update report and invited program access
Program Partner	\$25,000-\$50,000	Defined annual program scope, co-created activation, content package and outcomes report
Founding Program Partner	\$75,000-\$150,000+	Multi-component support, equipment or scholarships, agreed category rights, events and annual reporting
Strategic Multi-Year Partner	Negotiated	Two- or three-year program, capability transfer, research/education work and renewal gates

The value and deliverables must be priced from actual production, hospitality, rights, service and reporting costs. Do not promise naming or exclusivity before legal and brand review.

Grant readiness

READINESS ITEM	MINIMUM STANDARD
Eligible applicant	Entity and geographic eligibility confirmed before proposal work begins
Program logic	Need, participants, activities, outputs, outcomes and assumptions stated clearly
Baseline	Starting conditions and data source documented
Budget	Full costs, indirect cost treatment, procurement, cash timing and cofunding identified
Governance	Board / steering oversight, conflict policy, financial controls and named project manager
Safeguarding / ethics	Policies appropriate to children, community, research, images and data
Partners	Letters define contribution, responsibilities and duration
Measurement	Few useful indicators, collection method, owner and reporting frequency
Sustainability	Maintenance, operating owner and post-grant funding plan
Diligence file	Legal, financial, bank, tax, leadership and reference documents current

Grant pipeline stages

STAGE	REQUIRED FIELDS
Prospect	Funder, program, thematic fit, geography, deadline, amount, source and owner
Qualified	Eligibility, fit score, decision process, reporting burden and relationship path
Concept	Project, target amount, cofunding, partners, intended outcome and internal priority
Approved to pursue	Leadership approval, proposal budget, writers/reviewers and submission calendar
Submitted	Final application, attachments, confirmation, restrictions and decision date
Due diligence	Requests, answers, meetings, references and risk
Awarded / declined	Amount, reasons, conditions, feedback and next action
Active	Agreement, budget, milestones, reporting, cash and change approvals
Closed	Final report, audit, assets, retention requirements and renewal decision

Time-sensitive 2026 opportunity scan

As of August 4, 2026, Fondo Mexicano para la Conservacion de la Naturaleza publicized the ORIGEN call, including Oaxaca among eligible geographies and a September 11, 2026 deadline. The team should review applicant and project eligibility immediately rather than assuming the Rancho can apply directly.^[12]

CONANP also maintains public information on conservation and sustainable-development support programs such as PROCODES and restoration programs. Eligibility, location, authorized activities and annual rules must be checked with the relevant office and current call documents.^{[13][14]}

DarkSky International publishes responsible-lighting guidance and program resources that can inform the lighting policy and technical partner brief. Recognition or certification should never be implied unless the project completes the applicable process.^[15]

First 50 institutional targets: allocation model

CATEGORY	NUMBER	EXAMPLES OF TARGET PROFILE	OWNER
Dark sky / astronomy	8	Technical groups, observatories, astronomy clubs, optics and monitoring companies	Partnerships + Dark-Sky Lead
Education / youth	8	Schools, teacher networks, education foundations and learning-technology partners	Education Lead
Conservation / water	10	NGOs, universities, grantmakers, tools, water and restoration programs	Regeneration Lead
Creative / media	8	Photography, film, design, arts funds, publishers and creator communities	Content Lead
Hospitality / tourism	6	Retreat networks, destination partners, transport and lodging organizations	Hospitality Lead
Corporate impact	6	Brands with relevant regional, education, environmental or equipment programs	Partnerships Lead
Public / local	4	Relevant municipal, state, tourism, education or conservation stakeholders	Founder + Local Lead

Partnership proposal template

1. Shared context: one paragraph showing why this organization is relevant to the current Rancho priority.
2. Defined challenge: the specific gap the proposed partnership addresses.
3. Proposed scope: activities, dates, location, participants and exclusions.
4. Roles: named responsibilities for the Rancho, partner and any third party.
5. Resources: cash, in-kind, people, data, rights, space and distribution.
6. Outputs and outcomes: a small set of measurable commitments.
7. Budget and payment: full cost, taxes, contingencies, schedule and change control.
8. Risk and policy: safety, safeguarding, environmental, privacy, brand and conflict terms.

9. Communications: approvals, logo use, content rights, disclosure and media handling.
10. Decision path: next meeting, diligence documents, internal approvers and target signature date.

LEADERSHIP DECISION

Build a qualified target account list and pursue only partnerships tied to an approved program charter and named resource gap.

Owner: Partnerships Lead + Program Director | Target date: Day 45

Consequence of delay: The team spends months on attractive conversations that create publicity but no accountable work, funding or capability.

12 Organization, People and Resource Allocation

The project needs a small accountable core team, a reliable local operating layer and specialist advisers who enter at defined gates. Hiring should follow the work, not the prestige of the title.

Operating model

RECOMMENDED MODEL

Use a hub-and-spoke organization. A Program Director / COO integrates the portfolio, budget and calendar. Functional leads own repeatable systems. Local operations owns safe delivery on site. Specialist partners enter under scoped contracts for legal, technical, environmental, educational, design and construction work.

Core team roles

ROLE	MISSION	FIRST 90-DAY DELIVERABLES	SUCCESS MEASURES
Executive Sponsor / Founder	Set direction, approve capital and open strategic relationships	Priority decisions, budget ceiling, executive appointment and anchor introductions	Decision speed, capital discipline and reduced operating bottleneck
Program Director / COO	Turn strategy into one integrated operating system	Master plan, owners, gates, budget, scorecard, meeting cadence and risk register	Milestone reliability, cross-team clarity, cash visibility and issue closure
Local Operations & Community Lead	Run safe, respectful and reliable on-site delivery	Site-readiness checklist, vendor map, visit operations, emergency plan and local communication	Safety, visitor satisfaction, local issue resolution and capacity accuracy
Growth & Brand Lead	Own positioning, demand generation and conversion system	Message system, website architecture, campaign plan, analytics and monthly growth calendar	Qualified leads, conversion, CAC where used, list growth and attribution
Content / Field Producer	Document progress and create reusable distribution assets	Production system, first flagship film, asset library, releases and monthly derivative package	On-time assets, content reuse, engagement quality and partner/media pickup
Sales & Visit Concierge	Move qualified prospects through briefings, visits and due diligence	CRM hygiene, qualification script, tour system, follow-up and objection library	Response time, qualified visits, stage conversion and satisfaction
CRM / Web / Growth Operations	Make data, automations, pages and tracking reliable	CRM pipelines, forms, consent, routing, dashboards, data-room access and QA	Data completeness, automation reliability, response SLAs and attribution

ROLE	MISSION	FIRST 90-DAY DELIVERABLES	SUCCESS MEASURES
Finance Controller	Protect cash, restrictions and decision-quality reporting	Chart of accounts, project codes, 13-week cash, budget, approvals and monthly close	Forecast accuracy, clean reconciliations, no restricted-fund breach and timely reporting
Partnerships & Fundraising Lead	Build sponsor, grant, platform and institutional pipeline	50-target account list, Artizen workplan, sponsor menu, grant calendar and concept notes	Qualified meetings, submitted proposals, capital committed and partner delivery
Operations Coordinator	Keep tasks, documents, calendars and follow-up moving	Action register, meeting packs, document control, procurement log and follow-up system	Overdue actions, document accuracy and meeting decision closure

Specialist bench

SPECIALIST	WHEN ENGAGED	OUTPUT
Mexican real-estate / corporate counsel and notary	Immediately and at every property / entity gate	Title review, contracts, entity, foreign buyer, governance, consumer and transaction advice
Tax / accounting adviser	Immediately; before campaigns or cross-entity transfers	Tax treatment, invoices/receipts, related-party controls and reporting
Environmental consultant	Before land interventions and grant/campaign claims	Baseline, permit advice, management/monitoring plan and specialist coordination
Civil / water / infrastructure engineer	Before public infrastructure commitments and capital projects	Capacity, drawings, estimates, approvals, tender support and acceptance
Architect / landscape architect	At approved design stages	Site planning, design standards, concepts and documentation
Astronomy / responsible-lighting adviser	Campaign design, baseline and program operation	Sky measurement, equipment, lighting policy, safety, training and monitoring
Education operator / safeguarding adviser	Before any child or school pilot	Program design, educator criteria, safeguarding, consent and incident procedure
Insurance broker / risk adviser	Before visits, staff, equipment and construction scale	Coverage program, exclusions, limits and incident support
Construction cost / project manager	Before tender and during build	Scope, bids, schedule, change control, quality and handover
Bilingual copy / translation / PR support	Campaigns, institutional outreach and public milestones	Accurate Spanish/English materials and media handling

First critical appointment

The Program Director / COO is the first critical appointment. This person should be able to manage commercial and mission work without confusing them, challenge unsupported assumptions, coordinate local and remote teams, read budgets and contracts, and communicate directly with the founder. The role requires operating authority, not only project-administration duties.

SELECTION CRITERION	EVIDENCE TO REQUEST
Multi-workstream delivery	Examples of complex projects with physical, financial, legal and communications dependencies
Financial literacy	Budget, cash-flow, procurement and variance-management examples
Stakeholder judgment	Experience with founders, community, regulators, professionals, partners and customers

SELECTION CRITERION	EVIDENCE TO REQUEST
Written systems	Sample operating memo, dashboard, risk log or decision document
Local / Mexico capability	Relevant language, regional, legal, construction, hospitality or community experience
Calm escalation	Examples of stopping unsafe or unready work and presenting options
Mission-commercial balance	Evidence of protecting mission while maintaining economic discipline

Indicative monthly people ranges

ROLE / RESOURCE	INDICATIVE MONTHLY RANGE	MODEL
Program Director / COO	\$6,000-\$9,000	Full-time or near-full-time accountable leader
Growth & Brand Lead	\$4,000-\$7,000	Dedicated or agency-shared senior lead
Content / Field Producer	\$3,000-\$5,000	Dedicated core with project-based crew
Sales & Visit Concierge	\$2,500-\$4,500 + approved performance plan	Dedicated when inventory and visits are ready
Local Operations & Community Lead	\$2,000-\$4,000	Local full-time or structured retainer depending on workload
CRM / Web / Growth Operations	\$1,500-\$3,500	Shared specialist or part-time operator
Finance Controller	\$2,000-\$4,000	Fractional controller; bookkeeping support additional if needed
Partnerships & Fundraising Lead	\$3,000-\$6,000	Dedicated or fractional with clear pipeline ownership
Operations Coordinator	\$2,000-\$3,500	Full-time coordinator
Specialist advisers combined	\$6,000-\$20,000+	Variable by legal, technical, environmental and design stage

Ranges are planning assumptions for role design and may differ materially by location, seniority, employment status, taxes, benefits and scope. Obtain quotations before approval.

Hiring sequence

WINDOW	PRIORITY	CONDITION
Days 1-15	Appoint Program Director / COO; retain counsel, controller and critical local operations coverage	Immediate control need
Days 10-30	Confirm Growth Lead, CRM/Web operator, Sales Concierge and Operations Coordinator	Commercial and audience system approved
Days 20-45	Engage Content Producer and Partnerships Lead	Message, campaign concept and production calendar approved
Days 30-75	Contract environmental, dark-sky, water/infrastructure and education specialists	Terms of reference and budgets approved

WINDOW	PRIORITY	CONDITION
Months 3-6	Add hospitality delivery staff and program contractors as pilots are scheduled	Booked activity and readiness check
Months 6-12	Add dedicated program leads only where a pillar moves from pilot to operating	Stage gate and recurring funding passed

RACI for the first 90 days

WORK PRODUCT	A	R	C	I
Master plan / portfolio gates	Founder	Program Director	All leads	Team
Legal and buyer data room	Program Director	Counsel + Operations Coordinator	Controller + Sales	Founder
Budget / cash / project codes	Founder	Controller	Program Director + leads	Steering Committee
Website / CRM / analytics	Program Director	Growth + CRM	Sales + Partnerships + counsel	Team
Visit product and site readiness	Program Director	Local Operations + Sales	Counsel + safety + technical	Founder
Artizen campaign design	Steering Committee	Partnerships + Dark-Sky Lead	Controller + counsel + content	Team
Content engine	Growth Lead	Content Producer	Technical owners + CRM	Team
Partner / grant pipeline	Program Director	Partnerships Lead	Program leads + controller	Founder
Monthly operating review	Founder	Program Director	Controller + workstream leads	Team

A = Accountable; R = Responsible; C = Consulted; I = Informed. Each row must have one accountable role.

Work allocation rules

- Every person has one primary manager and no more than three active priority outcomes per month.
- Every project has a charter, owner, budget, stage, next gate and stop condition.
- Specialists deliver defined outputs; they do not become the default owner of internal decisions.
- Founder requests enter the same priority system unless they are safety, legal or time-critical exceptions.
- No campaign, event or content launch can borrow staff capacity without an approved resourcing check.
- The local team has authority to stop visits or programs for safety, weather, community or capacity reasons.
- Contractors use written scopes, acceptance criteria, confidentiality, IP, data and payment terms.

Performance expectations

ROLE	WEEKLY SCORE	MONTHLY SCORE
Program Director	Critical milestones, overdue actions, risks and decisions	Portfolio stage progress, budget, cash and operating score
Growth Lead	Qualified leads, funnel health and distribution output	Audience growth, conversion, attribution and CAC where applicable

ROLE	WEEKLY SCORE	MONTHLY SCORE
Content Producer	Production status and usable asset count	Flagship delivery, reuse ratio, quality and distribution contribution
Sales Concierge	Response, stage movement, visits and blockers	Qualified pipeline, conversions, cycle time and satisfaction
Local Operations	Capacity, incidents, visitors, vendors and site issues	Service quality, safety, readiness and community concerns
Controller	Cash, payments, commitments and exceptions	Close, forecast variance, restrictions and management accounts
Partnerships Lead	Qualified conversations and proposal movement	Capital pipeline, commitments, submissions and partner delivery
Program Leads	Pilot readiness, activity and risk	Participants, quality, budget, outcomes and next gate

LEADERSHIP DECISION

Give the Program Director written authority over the integrated operating plan, within an approved budget and reserved founder decisions.

Owner: Founder | Target date: Day 15

Consequence of delay: The role becomes a coordinator without authority, and every workstream continues to route decisions through the founder.

13 Operating System, Technology and Reporting

The technology stack should create one reliable record of contacts, documents, money, commitments, assets and decisions. Use simple tools well before adding custom software.

Minimum operating stack

SYSTEM	PURPOSE	MINIMUM CAPABILITIES	OWNER
CRM	Contacts, companies, opportunities and follow-up	Multiple pipelines, custom fields, forms, automation, permissions, activity and reporting	CRM / Growth Ops
Email / marketing automation	Segmented owned communication	Consent, bilingual templates, deliverability, journeys, testing and attribution	CRM Lead
Project management	Integrated action and milestone control	Owners, dates, dependencies, status, dashboards, decisions and recurring templates	Operations Coordinator
Document management	Source of truth and controlled data rooms	Versioning, permissions, index, expiry/review dates, sharing logs and backup	Operations Coordinator
Accounting / budget	Cash, entity, project and restriction reporting	Bank feeds, chart of accounts, classes/projects, commitments, invoices and reporting	Controller
Website / CMS	Conversion and publishing	Audience pages, forms, analytics, bilingual content, access control and SEO	Growth / Web

SYSTEM	PURPOSE	MINIMUM CAPABILITIES	OWNER
Analytics	Audience and funnel measurement	Consent, event definitions, source tracking, dashboards and QA	Growth Ops
Asset library	Reusable media and rights control	Metadata, releases, permissions, usage rights, selects and archive	Content Producer
Incident / risk log	Safety, safeguarding, complaints and risk treatment	Restricted access, triage, owner, due date, evidence and closure	Program Director
Procurement / asset register	Spend and physical asset control	Requests, bids, PO/approval, receipt, warranty, custodian and condition	Controller + Local Ops

CRM data model

OBJECT	REQUIRED FIELDS
Contact	Name, language, email/phone consent, country, role, interests, source, owner, last/next action and privacy basis
Company / institution	Type, geography, mission, relationship, decision makers, due-diligence needs and partner score
Buyer opportunity	Use case, timing, budget range, decision group, citizenship route, inventory interest, stage, probability, next action and risks
Retreat opportunity	Organizer, group, dates, capacity, budget, program, accommodation, proposal value, stage and operational risk
Funding opportunity	Route, funder/platform, project, target, restrictions, deadline, stage, probability, reporting and decision date
Program application	Program, cohort, eligibility, consent, access/safeguarding needs, selection and participation status
Supporter / member	Campaign, amount/tier, restriction, artifact/benefit, communication, fulfillment and renewal
Case / issue	Type, severity, contact, owner, due date, facts, response and closure

Pipeline definitions

PIPELINE	STANDARD STAGES
Buyer	Inquiry > Briefing > Qualified > Visit scheduled > Visited > Due diligence > Reservation/contract > Closing > Won/lost/nurture
Retreat	Inquiry > Qualified > Discovery > Site assessment > Proposal > Contracted > Preproduction > Delivered > Rebook/lost
Sponsor / grant	Prospect > Qualified > Concept > Approved to pursue > Proposed/submitted > Diligence > Committed/awarded > Active > Closed
Campaign supporter	Interested > Prelaunch > Pledged/contributed > Payment resolved > Fulfillment > Active community > Renewal/referral
Creator / educator / researcher	Inquiry > Eligible > Proposal/application > Review > Selected > Contracted > Delivered > Alumni/partner

Document libraries

LIBRARY	CONTENTS	ACCESS
Leadership	Strategy, budgets, forecasts, risks, board/steering minutes and sensitive decisions	Founder, Program Director, Controller; restricted
Legal / entities	Formation, title, permits, contracts, policies, insurance and adviser memos	Need-to-know with counsel controls
Buyer data room	Verified sale, land, infrastructure, governance and process documents	Qualified prospects; logged, view-only where possible
Campaign / grant room	Project charter, budget, partner letters, entity, team, policies and evidence	Authorized team and diligence reviewers
Programs	Curriculum, schedules, participant forms, safeguarding, evaluation and reports	Program staff; sensitive participant data restricted
Media library	Raw, selects, releases, metadata, licenses and published files	Content team; usage permissions visible
Procurement / assets	Bids, approvals, invoices, warranties, manuals, locations and custodians	Controller, project owners and local operations
Public evidence	Approved claims, reports, policies and shareable facts	All staff; publishable status explicit

Naming and version convention

FILE NAMING

YYYY-MM-DD_Project_DocumentType_Subject_Status_v##.ext

Example: 2026-08-28_DarkSky_Budget_Phase1_APPROVED_v03.xlsx

- Use DRAFT, REVIEW, APPROVED, SUPERSEDED or ARCHIVED status in the filename or metadata.
- Only one approved version may be used externally; previous versions remain archived.
- Every controlled document lists owner, approver, approval date and review date.
- Meeting notes record decisions, not only discussion. Decisions link to the affected budget, claim or project.

Meeting cadence

MEETING	LENGTH	PARTICIPANTS	AGENDA / OUTPUT
Daily site huddle	10-15 min when active	Local Operations + active site team	Safety, weather, visitors, work, constraints and escalation
Weekly operating review	60 min	Program Director + functional leads	Scorecard, milestones, dependencies, decisions, risks and next seven days
Weekly commercial review	45 min	Sales, Growth, Local Ops, Controller, legal as needed	Pipeline, visits, price exceptions, documents, forecast and buyer issues
Biweekly campaign / partnership review	45 min	Partnerships, Program Leads, Content, CRM, Controller	Pipeline, application calendar, campaign gates, assets and follow-up
Monthly finance and portfolio review	90 min	Founder, Program Director, Controller, leads	Close, cash, budget, restrictions, stage gates and resource shifts

MEETING	LENGTH	PARTICIPANTS	AGENDA / OUTPUT
Quarterly strategic review	Half day	Leadership + advisers as needed	Portfolio decisions, scenarios, capital plan, risk and next-quarter priorities

Weekly operating pack

- One-page executive scorecard with red/amber/green status.
- 13-week cash view and material commitments.
- Commercial pipeline and visit calendar.
- Marketing distribution and qualified lead results.
- Campaign, grant and sponsor pipeline.
- Program readiness and upcoming participant activity.
- Capital project status, budget and schedule variance.
- Top ten risks, incidents, complaints and overdue decisions.
- Action register with owner and due date.

Data, privacy and security controls

- Role-based access and multi-factor authentication for email, CRM, documents, accounting and website systems.
- Shared accounts prohibited where individual access and audit trails are possible.
- Offboarding checklist completed the same day access ends.
- Sensitive buyer, child, donor, financial and legal documents stored only in approved restricted locations.
- Consent and unsubscribe honored across systems; forms state the intended communication and data use.
- Quarterly access review and annual backup/restore test.
- Vendor register identifies processors, contracts, data location, administrators and renewal dates.
- Incident response defines containment, evidence, notification decision, corrective action and recordkeeping.

Automation priorities

PRIORITY	AUTOMATION	GUARDRAIL
1	Form submission creates correct contact, segment, owner and task	Test every path monthly; no unassigned leads
2	Buyer and retreat inquiries receive appropriate acknowledgement and scheduling options	Never imply availability or approval automatically
3	Data-room access request triggers qualification and approval workflow	No sensitive link sent without role/access check
4	Campaign supporter receives payment, artifact/benefit and update status	Reconcile platform and accounting records
5	Overdue actions and expiring documents alert owners	Escalate rather than silently reassign
6	Dashboards refresh from source systems	Controller and CRM owner validate numbers before leadership use

LEADERSHIP DECISION

Choose and configure the minimum operating stack in the first 30 days; do not commission custom software until the workflows have been used manually and stabilized.

Owner: Program Director + CRM Lead + Controller | Target date: Day 30

Consequence of delay: The team automates unclear processes, creates duplicate records and spends capital on software instead of execution.

14 Budget, Revenue Logic and Financial Controls

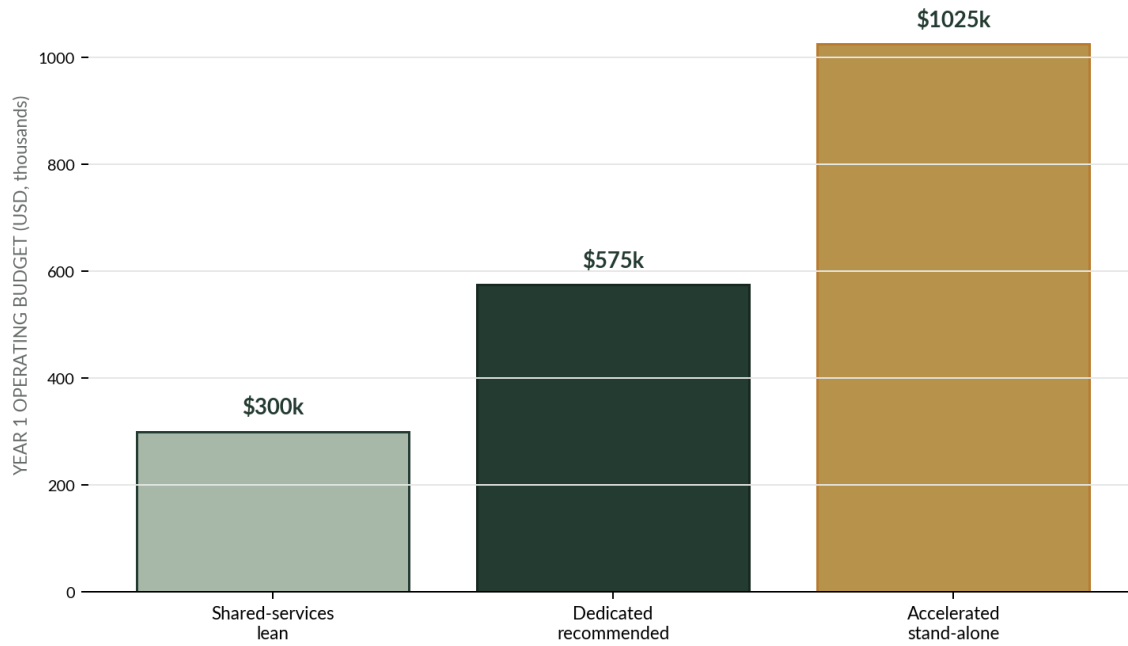
The budget should buy operating capability and verified progress. Construction, land infrastructure and permanent facilities belong in separate capital budgets, not inside the general marketing plan.

90-day implementation budget: recommended

CATEGORY	BUDGET	WHAT IT FUNDS
Program management and operations	\$32,000	Program Director / COO, coordination, local coverage and integrated planning
Legal, technical and finance readiness	\$30,000	Counsel, notary/transaction review, controller setup, environmental/technical scopes and insurance review
Website, CRM and data rooms	\$22,000	Audience architecture, pages, forms, CRM, automations, analytics, document index and controlled access
Content production	\$25,000	Brand/message assets, flagship film, field capture, photography, editing, copy and bilingual production
Distribution and demand testing	\$12,000	Events, partner distribution, PR, high-intent tests, retargeting and reporting
Site visit / open-house readiness	\$8,000	Safety, signage, transport coordination, hospitality, briefing materials and pilot-day costs
Artizen / sponsor / grant preparation	\$8,000	Technical concept, campaign prototypes, sponsor materials, concept notes and diligence
Contingency	\$13,000	Unknowns and approved changes
Total	\$150,000	Excludes construction, land acquisition, major infrastructure and permanent facilities

Year-one operating scenarios

Operating scale choices (excluding construction and land infrastructure)



Use the lean model when an existing agency supplies web, design, media buying, CRM and editing.

Figure 4. Planning scenarios for the operating organization, excluding major construction and infrastructure.

SCENARIO	ANNUAL RANGE	TEAM MODEL	WHEN TO USE
Shared-services lean	\$260,000-\$340,000	Existing agency/team supplies web, design, CRM, editing and some operations; small dedicated core	Capital constrained; founder accepts slower pace and strong prioritization
Dedicated recommended	\$500,000-\$650,000	Program Director plus dedicated or near-dedicated growth, content, sales, local ops, finance, partnerships and coordination	Recommended for simultaneous commercial readiness, audience growth and one mission campaign
Accelerated stand-alone	\$900,000-\$1,200,000	Full internal functions, larger production, institutional fundraising and multiple active programs	Only after demand, governance and capital support the complexity

Illustrative \$575,000 year-one operating plan

CATEGORY	ANNUAL PLAN	SHARE
Leadership, project management and coordination	\$116,000	20.2%
Growth, website, CRM and analytics	\$78,000	13.6%
Content production and asset library	\$72,000	12.5%
Commercial sales, visits and hospitality pilots	\$68,000	11.8%
Finance, legal, insurance and compliance	\$64,000	11.1%

CATEGORY	ANNUAL PLAN	SHARE
Partnerships, grants and campaign development	\$54,000	9.4%
Local operations, community and site readiness	\$52,000	9.0%
Technical baseline and program design	\$40,000	7.0%
Distribution, PR and paid testing	\$18,000	3.1%
Contingency / reserve	\$13,000	2.3%
Total	\$575,000	100.0%

This allocation is illustrative. Leadership should rebuild it using actual compensation, vendor quotes, taxes, benefits, travel and the chosen team model.

Separate capital envelopes

CAPITAL PROJECT	PLANNING RANGE	GATE BEFORE COMMITMENT
Dark-sky baseline and program design	\$10,000-\$25,000	Technical scope, partner and site access approved
Pilot observatory / learning lab	\$75,000-\$250,000	Baseline, permits, bids, funding, operator and maintenance plan
Outdoor classroom / education pilot infrastructure	\$50,000-\$150,000	Operator, safeguarding, demand, design and approvals
Restoration / water pilot	\$30,000-\$100,000	Baseline, intervention design, permits, partner and monitoring
Commercial hospitality improvements	Project-specific	Demand evidence, unit economics, permits, operating plan and financing
Road / water / utility infrastructure	Project-specific technical budget	Engineering, rights/permits, procurement, contingency and buyer obligations

Budget approval thresholds: illustrative

COMMITMENT	APPROVAL	COMPETITION / EVIDENCE
Up to \$1,000 within approved budget	Workstream Lead	Receipt / invoice and documented business purpose
\$1,001-\$5,000	Program Director	Scope, budget code and one market check where practical
\$5,001-\$25,000	Program Director + Controller	Written scope and normally two comparable quotes
\$25,001-\$100,000	Steering Committee	Competitive process, legal review as needed, full-cost budget and risk
Over \$100,000 or outside budget	Founder / owners	Formal project gate, financing, contracts, contingency and reporting plan
Any related-party transaction	Disinterested approver / board route	Conflict disclosure, market evidence and recorded decision

Thresholds must be adapted to the project's entities, governance documents and local law. Splitting purchases to avoid approval is prohibited.

Monthly financial pack

- Income statement by entity, pillar and project.
- Balance sheet and bank reconciliation.
- 13-week cash forecast with low/base/high scenarios.
- Budget-versus-actual and committed-cost report.
- Restricted-fund rollforward by campaign, grant and sponsor.
- Commercial pipeline and expected cash by probability and timing.
- Capital-project cost, schedule, contingency and change log.
- Accounts payable, receivable, taxes and overdue items.
- Related-party and approval exceptions.
- Management commentary and required decisions.

Cash-control rules

- No payment without an approved budget code, evidence of receipt or contract milestone and authorized approver.
- Bank access uses individual accounts, multi-factor authentication and dual approval above threshold.
- The person initiating a vendor setup should not be the sole person approving and paying that vendor.
- Vendor bank-detail changes require independent verification using a known contact channel.
- Restricted funds reconcile monthly to bank, accounting, platform and project records.
- Foreign-exchange exposure is recorded when budgets or commitments cross currencies.
- Contingency may be released only through a recorded change decision; it is not free budget.
- Cash from a future closing is not spent before it becomes legally and practically available.

Scenario triggers

TRIGGER	MANAGEMENT RESPONSE
Less than six months unrestricted runway	Freeze new permanent hires and nonessential capital; update downside plan weekly
Qualified buyer pipeline below 3x near-term target	Increase evidence, referrals and visits before increasing paid spend
Visit conversion below target for two months	Review qualification, offer, price, site experience, objections and follow-up
Pilot retreat negative contribution margin	Correct pricing/scope or stop the format before repeating
Campaign anchor threshold missed	Delay launch, reduce phase or shift to sponsor/grant/direct strategy
Capital project forecast exceeds approved budget by 10%+	Stop new commitments and return to Steering Committee with options
Restricted cash forecast goes negative	Pause procurement; seek approved budget change or supplemental funding
More than two major workstreams red	Reallocate management attention and suspend lower-priority launches

LEADERSHIP DECISION

Select the year-one operating scenario and approve the 90-day envelope before hiring or committing campaign production.

Owner: Founder + Controller + Program Director | Target date: Day 20

Consequence of delay: The plan creates responsibilities without funded capacity, or spends on visible assets while control and delivery roles remain vacant.

15 Roadmap and First 90 Days

The road map begins with readiness and evidence, then moves into controlled demand and program pilots. Permanent facilities scale only after operating proof and capital gates are passed.

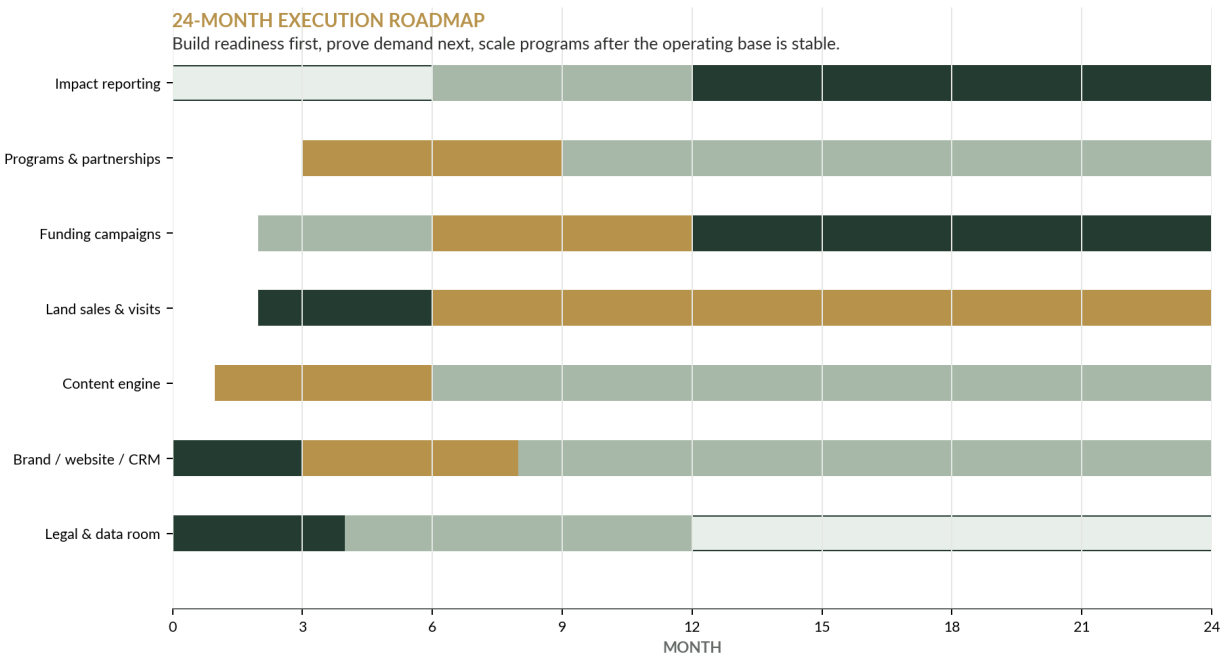


Figure 5. Twenty-four-month sequencing by workstream.

Phase 0: Mobilize (Days 1-10)

OUTCOME	ACTIONS	OWNER
Leadership aligned	Approve master objective, 90-day budget ceiling, Program Director authority and reserved founder decisions	Founder
Work visible	Create integrated action register, workstream owners, status definitions and weekly operating meeting	Program Director
Facts collected	Open legal/technical document index and collect all current sales, website, program and financial materials	Operations Coordinator
Spend controlled	Implement interim approval, vendor and commitment log while accounting structure is configured	Controller

OUTCOME	ACTIONS	OWNER
Public risk contained	Freeze new permanent-facility claims and unreviewed campaign promises until verification	Program Director + Growth

Phase 1: Verify and design (Days 11-30)

WORKSTREAM	DAY-30 DELIVERABLES
Governance	Steering Committee, RACI, decision rights, meeting calendar and risk register active
Legal / technical	Gap memo; title/permit/entity/insurance list; claim library; foreign-buyer process outline
Commercial	Inventory, pricing, buyer persona, qualification, tour design, sales stages and standard briefing
Marketing	Positioning, audience journeys, website specification, CRM data model and analytics events
Content	Editorial franchises, first 90-day calendar, shot list, release forms and flagship film plan
Funding	Dark-sky campaign charter, budget v1, legal route, partner terms of reference and funding portfolio
Programs	Pillar stage ratings, pilot criteria, safeguarding needs and specialist briefs
Finance	Budget, 13-week cash, project codes, restricted-fund rules, procurement thresholds and close calendar

Phase 2: Build and test (Days 31-60)

WORKSTREAM	DAY-60 DELIVERABLES
Website / CRM	Priority landing pages, forms, pipelines, automations, dashboards and buyer/campaign data-room access tested
Commercial	First briefings, qualified calls and guided visits; follow-up and objection library functioning
Content / distribution	Flagship story published, derivatives distributed, newsletter cadence and partner posting active
Hospitality	Pilot format, budget, partner agreement, service standard and readiness checklist approved
Artizen	Technical scope, artifact prototypes, film capture, page draft, anchors and sponsor conversations in progress
Partnerships / grants	50-target account list, 10+ qualified conversations and first concept notes / applications
Local / technical	Environmental, water and dark-sky baseline scopes commissioned where approved
Management	First complete monthly operating and financial review delivered

Phase 3: Prove and decide (Days 61-90)

WORKSTREAM	DAY-90 DELIVERABLES
Commercial	100 qualified leads cumulative, 12 structured visits and at least two reservations or documented next-step commitments targeted
Marketing	Repeatable monthly content/distribution cadence, segmented list and documented lead-source/conversion learning
Hospitality	At least one pilot scheduled or delivered with full cost and safety controls
Artizen	Platform application submitted or campaign launch-ready; no launch if gates fail
Partnerships	At least 10 sponsor/funder meetings and three written partner pathways or proposals
Programs	One approved education/conservation/dark-sky pilot calendar and clear stop/scale criteria
Finance / governance	Three months of cash, budget, risk and action reporting; year-one scenario reforecast
Leadership	Quarter-two priorities, stopped work, funded work and hiring decisions approved

Months 4-6: Establish repeatability

- Run monthly briefings and structured visits against a stable commercial funnel.
- Complete the first hospitality and program pilots; publish findings and correct the operating model.
- Launch the Field Circle membership only after benefits and monthly delivery are staffed.
- Complete Artizen prelaunch or use a sponsor/grant route if campaign gates do not pass.
- Advance ecological/water baseline and one measurable field pilot.
- Formalize priority university, education, conservation and tourism partnerships.
- Reforecast year-one cash and hiring using actual pipeline, delivery and funding data.

Months 7-12: Convert proof into scale decisions

- Repeat only the retreat and visit formats that meet safety, quality and contribution thresholds.
- Close or advance commercial transactions while maintaining buyer delivery reserves.
- Deliver and report the first mission-funded milestones.
- Operate a regular dark-sky / learning program if technical and funding gates pass.
- Run education pilots through a qualified operator; decide whether a permanent school pathway is justified.
- Publish the first annual field and impact report.
- Approve, redesign or stop each permanent-facility concept using evidence and full life-cycle cost.

Months 13-24: Build selectively

- Invest in permanent facilities only where demand, operating ownership, permits, full funding and maintenance are in place.
- Develop resident governance and common-services systems as the community grows.
- Expand institutional programs that have repeat partners and measurable results.
- Create a multi-year capital plan with separate commercial, mission and maintenance sources.
- Deepen local vendor, employment, education and conservation participation.
- Evaluate recognition programs, research agreements or destination partnerships without overstating status.

- Use the annual report and delivery record to approach larger foundations, brands and impact-aligned capital.

Milestone dependency map

MILESTONE	CANNOT START UNTIL	CANNOT SCALE UNTIL
Paid buyer acquisition	Inventory, price, CRM, follow-up and visit capacity ready	Lead quality and visit conversion are measured
Retreat sales	Capacity, safety, services, contract and partner model defined	Pilot margin, satisfaction and repeat demand proven
Artizen campaign	Legal route, technical scope, budget, artifact and anchor plan complete	Funding confirmed and delivery manager active
Education pilot	Operator, safeguarding, consent, capacity and curriculum approved	Learning, safety, family demand and funding evidence
Restoration work	Baseline, intervention design, permissions and maintenance owner	Monitoring shows benefit and no unacceptable harm
Permanent observatory	Phase-one program proves use, technical fit, operator and maintenance	Capital, permits and multi-year operating support secured
Lodging expansion	Hospitality demand, unit economics, operating team and site capacity	Occupancy, service quality and capital return support expansion
Large public event	Site, transport, sanitation, emergency, permits and community impact plan	Small events demonstrate reliable delivery

Definition of done for the 90-day sprint

- A new team member can understand current priorities, owners, budgets and risks from the operating system without asking the founder to reconstruct them.
- A qualified buyer receives consistent facts, experiences a safe structured visit and can access an organized diligence package.
- A supporter can understand one fundable mission project, who will deliver it, what it costs and how progress will be reported.
- Leadership sees cash, commitments, pipeline, audience, programs and risks in one monthly pack.
- Every major public promise is labeled as operating, pilot, planned or exploratory and supported by evidence.
- At least one workstream has been deliberately stopped, deferred or reduced to protect focus.

LEADERSHIP DECISION

Authorize the first 90 days as a readiness-and-proof sprint, not a broad construction or multi-campaign launch period.

Owner: Founder + Steering Committee | Target date: Day 1

Consequence of delay: The project spends the quarter opening new fronts instead of establishing the controls and evidence needed to scale.

16 KPIs and Management Cadence

The scorecard should show whether the project is becoming more credible, financially resilient and operationally capable. Vanity reach is secondary to qualified action and reliable delivery.

Executive scorecard

DOMAIN	PRIMARY KPI	90-DAY TARGET / STANDARD	YEAR-ONE DIRECTION
Cash	Unrestricted runway and 13-week forecast accuracy	Forecast active; no unknown material commitments	Maintain approved reserve and improve forecast variance
Commercial	Qualified visits and reservation/closing progression	12 visits; 2 reservations or documented next steps targeted	30-60 visits; 6-12 reservations/closings subject to inventory
Audience	Engaged segmented email contacts	500+ as campaign threshold; 100 qualified leads across commercial pipeline target	1,500-3,000 engaged contacts
Hospitality	Safe pilots with positive contribution path	One scheduled/delivered; three proposals	Repeat proven formats and partner rebookings
Mission capital	Qualified funding pipeline and committed funds	10 meetings; campaign ready/submitted	\$100,000-\$250,000 committed cash/in-kind target
Programs	Pilots passing quality / safety gates	One approved pilot calendar	Operate only evidence-backed programs
Governance	On-time decisions, actions and reports	Monthly operating pack and risk review functioning	Stable quarterly portfolio decisions
Trust	Verified claims and issue resolution	Public claim library; material issues logged	Quarterly open ledger / annual field report

Commercial KPIs

KPI	DEFINITION	OWNER
Lead response time	Median time from qualified form/message to human response during operating hours	Sales Concierge
Qualification rate	Qualified inquiries / total inquiries; reasons recorded for disqualification	Sales Lead
Briefing-to-visit conversion	Prospects who schedule a visit / prospects completing briefing	Sales Lead
Visit show rate	Completed visits / scheduled visits	Sales Concierge
Visit-to-diligence conversion	Visitors requesting controlled diligence / completed visits	Commercial Lead
Diligence-to-reservation conversion	Reservations / serious diligence opportunities	Commercial Lead
Sales cycle	Median days from first qualified contact to reservation and closing	Commercial Lead
Expected cash coverage	Probability-weighted expected cash / near-term commercial target	Controller
Buyer satisfaction / referral	Post-visit or post-closing rating and qualified referral rate	Sales + Local Ops

KPI	DEFINITION	OWNER
Delivery obligations	Open buyer commitments by date, owner and financial reserve	Program Director + Controller

Marketing and audience KPIs

KPI	DEFINITION / USE
Engaged email list	Contacts with valid consent and meaningful recent opens, clicks, replies, attendance or qualified actions
List growth by segment	Net new buyer, visitor, supporter, institutional and collaborator contacts
Qualified lead yield	Qualified contacts per 1,000 sessions or per major content asset
Content reuse ratio	Useful derivative assets distributed from each flagship production
Owned conversion rate	Website/email visitors completing a segment-appropriate action
Partner distribution contribution	Qualified contacts, views or applications attributed to partners
Briefing attendance and action	Registrants attending and taking a next step within 14 days
Paid qualified acquisition cost	Spend / qualified lead or completed visit, not spend / raw lead
Search demand capture	Qualified organic visits and ranking/visibility for priority questions
Response and question coverage	Share of recurring audience questions answered in maintained pages/content

Campaign and partnership KPIs

KPI	DEFINITION / USE
Anchor coverage	Credible precommitments / campaign target before launch
First-72-hour performance	Funds and unique contributors secured during launch window
Net usable funds	Gross funds less platform, payment, tax, fulfillment, production, admin and contingency provisions
Supporter acquisition mix	Known community, partner, platform, paid and earned sources
Average contribution and concentration	Funding distribution and dependency on a small number of contributors
Update reliability	Updates published on promised schedule and questions resolved
Milestone variance	Actual versus planned date, budget and scope
Partner pipeline coverage	Qualified weighted pipeline / annual committed-capital target
Proposal win rate	Awards or signed sponsorships / decisions
Renewal / repeat partnership	Partners continuing after first delivered scope

Program and impact KPIs

PILLAR	OUTPUTS	OUTCOMES / QUALITY
Education	Sessions, participants, scholarships, educator hours and partner schools	Learning feedback, repeat demand, access, safeguarding compliance and incident-free delivery
Regeneration	Area treated, native plants, water/soil actions, monitoring points and participant days	Survival, water/soil indicators, habitat response, maintenance and local usefulness
Dark sky	Measurements, fixtures improved, programs, learners and observation nights	Sky-quality trend, responsible-lighting adoption, learning and safe repeat operation
Hospitality	Events, guest nights/days, participants and partner formats	Satisfaction, safety, contribution margin, repeat booking and local economic value
Creative / media	Residencies, commissions, works, stories and audience assets	Quality, rights compliance, useful distribution, partner value and audience action
Community living	Visits, residents/buyers onboarded, meetings and common projects	Trust, issue resolution, participation, service reliability and stewardship behavior

Metric governance

- Every KPI has a formula, source system, owner, frequency and data-quality note.
- Targets are labeled target, forecast or commitment; the terms are not interchangeable.
- Do not add a metric unless leadership will make a decision from it.
- Report denominators and cohort dates so percentages remain interpretable.
- Correct historical data transparently rather than silently overwriting it.
- Impact claims distinguish activity, output, outcome and long-term impact.
- Sensitive community and child data is aggregated and protected.

Monthly operating review agenda

MINUTES	TOPIC	DECISION / OUTPUT
0-10	Safety, legal, community and reputation exceptions	Immediate escalations and stop decisions
10-25	Cash, budget, commitments and restrictions	Spending and runway decisions
25-40	Commercial pipeline, visits and hospitality	Forecast, price/offer and capacity actions
40-55	Audience, content and distribution	Repeat/stop decisions and next campaign priorities
55-70	Funding, sponsors, grants and mission delivery	Pursuit, launch and resource decisions
70-80	Capital projects and program gates	Go, hold, redesign or stop
80-90	Top risks and action closure	Named decisions, owners and dates

LEADERSHIP DECISION

Adopt the executive scorecard and review it monthly using definitions agreed in advance; avoid changing metrics to make performance look stronger.

Owner: Program Director + Controller + Growth Ops | Target date: Day 30

Consequence of delay: Leadership debates numbers instead of decisions and cannot distinguish reach, demand, cash and delivered impact.

17 Risk Register and Decision Gates

Risk management is how the Rancho preserves optionality. The team should identify conditions that justify action, conditions that require redesign and conditions that require a stop.

Risk scoring

RATING	DEFINITION	RESPONSE
Low	Limited impact and manageable within routine operations	Owner monitors and reports through workflow
Medium	Could affect budget, schedule, quality, stakeholder trust or a limited group	Mitigation plan, due date and monthly review
High	Could cause material financial, legal, safety, environmental, delivery or reputation harm	Escalate to Program Director / Steering Committee; consider pause
Critical	Immediate threat to people, legal standing, title, restricted funds or project viability	Stop affected work, protect people/assets, notify required parties and obtain specialist direction

Master risk register

RISK	EARLY WARNING	MITIGATION / CONTROL	OWNER
Title, boundary or permitted-use issue	Conflicting documents, unresolved encumbrance, unclear common land or verbal assurances	Independent legal/notary review, survey, written permit matrix and controlled claims	Counsel + Founder
Environmental harm / noncompliance	Clearing before review, water stress, erosion, habitat disturbance or missing approvals	Baseline, specialist design, permit review, stop-work authority and monitoring	Program Director + Environmental Lead
Foreign-buyer misrepresentation	Promises of simple ownership, return, timing or cost without approved explanation	Counsel-approved materials, trained sales team and documented Q&A	Commercial Lead + counsel
Restricted-fund misuse	One bank pool, vague budgets, cross-subsidy or missing reconciliation	Separate accounts/project codes, approvals, monthly rolforward and agreement register	Controller
Construction overrun	Incomplete design, single quote, early deposits, changes and no contingency	Stage gates, competitive bids, independent PM, change control and contingency	Development Lead
Overbuilding before demand	Facility concepts advance faster than bookings, sales or operators	Pilot first, full life-cycle model, demand threshold and stop gate	Steering Committee
Founder dependency	Decisions, contacts and facts live in private messages or memory	Program Director authority, CRM, decision log and delegated thresholds	Founder + Program Director

RISK	EARLY WARNING	MITIGATION / CONTROL	OWNER
Local trust failure	Complaints, exclusion, unexpected impacts or promotional use without consent	Named local lead, listening, benefit design, grievance path and transparent response	Local Operations
Safety incident	Unclear capacity, weather exposure, transport, fire, medical or contractor controls	Risk assessment, training, insurance, emergency plan, incident log and stop authority	Local Operations
Child safeguarding failure	Unscreened adults, unclear supervision, consent or photo use	Qualified operator, policy, screening, ratios, training and reporting protocol	Education Lead
Campaign underperformance	Weak anchors, low conversion, delayed assets or audience confusion	Launch gates, smaller phase, partner plan, daily management and fallback	Campaign Lead
Campaign delivery failure	Target excludes full costs, operator unavailable, procurement delay or scope creep	Full-cost budget, contingency, contracts, milestone reporting and change approval	Program Director
Artifact / reward liability	Ambiguous rights, shipping complexity, fragile items or unlimited benefits	Prototype, legal terms, fulfillment model, capped tiers and reserve	Campaign + Controller
Privacy / cyber incident	Shared accounts, uncontrolled links, sensitive data in chat or lost devices	MFA, access control, approved systems, offboarding and incident response	CRM / IT Owner
Reputation / greenwashing	Broad ecological claims without baseline or independent evidence	Claim library, technical review, cautious language and open reporting	Growth Lead + technical owner
Seasonality / weather	Road, heat, rain, storms, low travel demand or canceled programs	Seasonal calendar, backups, cancellation terms, reserves and site preparation	Local Ops + Controller
Partner drift	Verbal commitments, changing contacts, delayed deliverables or misaligned publicity	Written scope, milestones, decision rights, brand terms and exit clause	Partnerships Lead
Insufficient runway	Spend accelerates before sales/funding, commitments exceed cash or collections slip	13-week cash, scenarios, hiring gates, reserves and weekly response triggers	Controller + Founder

Five project gates

GATE	PASS REQUIREMENTS	EXAMPLE DECISIONS
1. Legal / trust readiness	Entity, rights, approvals, contracts, insurance, claim evidence and fund treatment support the activity	May we sell, invite, build, solicit or publish this claim?
2. Sales / visit readiness	Inventory, price, capacity, process, safety, evidence, CRM and owner are active	May we buy traffic or invite qualified visitors?
3. Audience proof	Engaged list, partner reach, conversion and objections show credible demand	Should we launch, change offer or keep nurturing?
4. Campaign readiness	Scope, budget, entity, operator, artifacts, anchors, distribution, fulfillment and reporting pass	May the public ask go live?
5. Facility / program readiness	Demand, permits, full funding, operator, life-cycle cost, safety, maintenance and measurement pass	May we build or move from pilot to operating?

Go / revise / stop rules

STATUS	CONDITION	ACTION
Go	Required evidence is complete; owner and funds are available; residual risk is accepted at the right level	Proceed within scope and monitor agreed indicators

STATUS	CONDITION	ACTION
Revise	The idea remains valuable but scope, budget, sequence, partner or controls are insufficient	Return with changed design and a new gate date
Hold	A key dependency is unresolved and additional work would create avoidable cost or reputation exposure	Protect the option; maintain only essential readiness work
Stop	Legal, safety, environmental, economic, trust or capacity conditions make the current approach unacceptable	Close commitments, communicate, capture lessons and redirect resources

Stop-work triggers

- Any immediate threat to life, child safety, fire, severe weather, unsafe access or medical response.
- Work begins outside approved boundaries, scope, permit conditions or environmental controls.
- A public campaign or sale uses materially false, outdated or unsupported information.
- Restricted funds are missing, unreconciled or used outside approved purpose.
- A vendor bank or identity change appears suspicious or cannot be independently verified.
- Capital cost or schedule exceeds the escalation threshold without approval.
- Local stakeholder harm or conflict cannot be safely managed during the activity.
- The responsible operator, insurance or required professional is no longer in place.

Decision memo format

SECTION	CONTENT
Decision requested	One sentence naming the actual choice and deadline
Recommendation	Preferred option and reason
Context / evidence	Verified facts, data, constraints and what remains uncertain
Options	At least the viable alternatives, including delay or stop
Economics	Cash, full cost, commitments, restrictions, scenario and downside
Risks / controls	Material risks, owner, mitigation and residual exposure
Dependencies	Approvals, people, partners, documents and timing
Execution	Owner, milestones, reporting and next gate
Record	Approver, date, conditions and review date

LEADERSHIP DECISION

Require a written gate decision for campaigns, permanent programs and capital projects above the delegated threshold.

Owner: Program Director + Steering Committee | Target date: Effective Day 15

Consequence of delay: Enthusiasm becomes an informal approval, dependencies are forgotten and management cannot reconstruct why money was committed.

A Implementation Appendices

The appendices translate the strategy into working registers and checklists. Leadership should move these into the selected project-management, CRM and document systems and assign real dates and names.

A1. 90-Day Action Register

Cost band legend: \$ = mostly internal / under \$2,500; \$\$ = approximately \$2,500-\$10,000; \$\$\$ = over \$10,000 or specialist/capital scope. Bands are directional only.

ID	ACTION	OWNER	DUE	DELIVERABLE	\$
A01	Appoint Program Director / COO and issue written authority	Founder	D10	Signed role charter	\$\$
A02	Approve 90-day objective, budget ceiling and reserved founder decisions	Founder	D3	Decision memo	\$
A03	Form Steering Committee and publish meeting calendar	Program Director	D7	Terms + calendar	\$
A04	Create integrated action, risk, decision and commitment registers	Ops Coordinator	D5	Live registers	\$
A05	Collect title, survey, entity, permit, tax, contract and insurance files	Ops + Counsel	D10	Document index	\$\$
A06	Commission real-estate, corporate and transaction gap memo	Founder + Counsel	D30	Legal gap memo	\$\$\$
A07	Map federal, state and municipal permits by project component	Counsel + Technical	D30	Permit matrix	\$\$
A08	Define foreign-buyer trust / closing pathway and approved explainer	Counsel + Sales	D30	Buyer explainer	\$\$
A09	Inventory lots, prices, status, conditions and delivery obligations	Commercial Lead	D15	Inventory register	\$
A10	Approve one date-stamped price sheet and discount authority	Founder + Controller	D20	Price schedule	\$
A11	Reconcile website, decks and verbal claims against evidence	Growth + Counsel	D25	Claim library	\$\$
A12	Define master positioning and audience journeys	Growth + Program Dir.	D15	Messaging memo	\$\$
A13	Approve one education program name and status language	Founder + Education	D15	Naming decision	\$
A14	Specify website information architecture and conversion paths	Growth Lead	D20	Website brief	\$\$
A15	Configure CRM objects, fields, pipelines, consent and owners	CRM Lead	D35	CRM v1 live	\$\$

ID	ACTION	OWNER	DUE	DELIVERABLE	\$
A16	Build buyer, retreat, supporter and partner forms / routing	CRM + Growth	D40	Tested forms	\$\$
A17	Define analytics events, source tracking and dashboard	Growth Ops	D45	Measurement plan	\$\$
A18	Build controlled buyer data room and access workflow	Ops + Counsel	D45	Data room v1	\$\$
A19	Build campaign / grant diligence room	Partnerships + Ops	D50	Diligence room v1	\$\$
A20	Create buyer qualification script and briefing deck	Sales + Growth	D25	Briefing kit	\$\$
A21	Design guided visit itinerary, capacity and follow-up	Sales + Local Ops	D30	Visit SOP	\$
A22	Complete visit safety, sanitation, transport and emergency readiness	Local Ops	D40	Readiness sign-off	\$\$
A23	Train sales and hosts on claims, process and escalation	Commercial Lead	D45	Training record	\$
A24	Launch monthly virtual project briefing	Founder + Growth	D45	Briefing #1	\$
A25	Run first controlled qualified site visits	Sales + Local Ops	D60	Visit reports	\$\$
A26	Define three pilot retreat / visit formats and economics	Hospitality Lead	D35	Pilot charters	\$
A27	Contract first qualified retreat / program partner	Partnerships + Ops	D60	Signed pilot scope	\$\$
A28	Create content franchises and 90-day editorial calendar	Growth + Content	D20	Editorial plan	\$
A29	Create releases, rights, metadata and asset-library rules	Content + Counsel	D25	Media controls	\$\$
A30	Capture and publish first flagship documentary story	Content Producer	D55	Flagship #1	\$\$\$
A31	Distribute derivatives, newsletter and partner package	Growth + CRM	D60	Distribution report	\$\$
A32	Approve dark-sky campaign project charter and owner	Steering Committee	D30	Project charter	\$
A33	Engage astronomy / responsible-lighting technical partner	Partnerships Lead	D35	Partner scope	\$\$
A34	Complete phase-one technical scope and budget v1	Dark-Sky Lead	D50	Technical note + budget	\$\$
A35	Prototype artifact / reward concepts and fulfillment costs	Creative + Controller	D55	Prototype set	\$\$
A36	Map 10-20 anchor supporters and 50 ambassadors	Campaign Lead	D45	Anchor roster	\$

ID	ACTION	OWNER	DUE	DELIVERABLE	\$
A37	Hold private anchor and local stakeholder previews	Founder + Local Lead	D70	Feedback + intent log	\$
A38	Produce Artizen page draft, film and FAQs	Campaign + Content	D75	Private campaign draft	\$\$\$
A39	Run campaign legal, budget, audience and delivery gate	Steering Committee	D85	Go / revise / hold memo	\$
A40	Submit Artizen application or freeze launch with reasons	Campaign Lead	D90	Submission / hold memo	\$
A41	Create 50-account partner / sponsor / funder target list	Partnerships Lead	D35	Qualified account list	\$
A42	Create sponsor menu and two-page concept-note template	Partnerships + Growth	D45	Sponsor/grant kit	\$\$
A43	Review ORIGEN, PROCODES, PROREST and other current eligibility	Partnerships + Counsel	D20	Opportunity memo	\$
A44	Complete 10 sponsor / funder meetings	Partnerships Lead	D90	Meeting / next-step log	\$
A45	Commission ecological, water and dark-sky baseline scopes	Program Director	D50	Terms of reference	\$\$
A46	Approve education safeguarding and pilot-readiness requirements	Education + Counsel	D50	Readiness checklist	\$\$
A47	Configure chart of accounts, project codes and restrictions	Controller	D20	Accounting design	\$\$
A48	Publish 13-week cash forecast and approval thresholds	Controller	D15	Cash + policy	\$
A49	Complete first monthly close and operating review	Controller + Program Dir.	D45	Monthly pack #1	\$
A50	Approve year-one operating scenario and hiring plan	Founder + Steering	D20	Approved budget	\$
A51	Complete role-based access and MFA review	CRM/IT + Ops	D30	Access register	\$
A52	Approve incident, grievance, privacy and procurement procedures	Program Director	D45	Policy pack	\$\$
A53	Deliver one controlled hospitality or learning pilot	Program Lead	D90	Pilot report	\$\$
A54	Conduct 90-day portfolio review: go, revise, hold or stop each pillar	Steering Committee	D90	Quarter-two plan	\$

A2. Buyer Data Room Checklist

CATEGORY	DOCUMENTS / EVIDENCE	CONTROL
Index and disclaimer	Contents, date, purpose, confidentiality, update process and professional-advice disclaimer	Approved cover sheet
Seller / entity	Legal name, formation, representatives, powers and contact	Counsel verified
Title	Current title, chain / relevant antecedents, liens or encumbrances and notary review	Sensitive pages controlled
Survey / plan	Boundaries, lot plan, coordinates, access, easements, common areas and available inventory	Version and surveyor identified
Land-use / permits	Applicable zoning, land-use evidence, subdivisions, construction requirements and known pending items	Status and expiry visible
Environmental	Existing authorizations, studies, restrictions, baseline scopes and site conduct rules	Do not imply approvals not held
Infrastructure	Water, electricity, road, drainage, wastewater, communications and delivery responsibility	Existing versus planned labeled
Price / availability	Date-stamped price sheet, lot status, deposits, fees, taxes and approved incentives	Single controlled version
Purchase process	Qualification, reservation, contract, diligence, payment, notary, trust and closing sequence	Counsel approved
Foreign buyer	Restricted-zone and bank-trust explainer, estimated professional steps and buyer responsibilities	No guarantee on bank/time/cost
Contracts	Sample reservation, purchase and related agreements; cancellation/refund and default terms	Watermarked sample where appropriate
Community governance	Common areas, rules, fees, services, decision rights, construction guidelines and dispute process	Current legal status explicit
Home pathway	Approved concepts, design rules, process, estimates, exclusions, contractor role and warranty approach	Concept versus contract separated
Timeline	Current milestones, dependencies, delivery obligations and known uncertainties	Updated monthly
Risk / FAQ	Common buyer questions, constraints, seasonality, access, utilities, construction and use expectations	Answers linked to evidence
Professional contacts	Notary, counsel, trust-bank route, survey / technical contacts as appropriate	Consent to share obtained
Access log	Who received access, version, date, questions and revocation	CRM and data room synchronized

A3. Campaign / Grant Diligence Checklist

CATEGORY	REQUIRED FILES
Applicant / entity	Formation, purpose, authorized representatives, tax/bank status, policies and relevant registrations
Project charter	Purpose, scope, site, beneficiaries/users, exclusions, owner, stage and decision authority
Need / baseline	Evidence of starting condition, problem definition, methods and data limitations
Technical scope	Design, specifications, approvals, procurement, operations, maintenance and specialist review
Program design	Activities, eligibility, curriculum/experience, staffing, capacity, safety and safeguarding
Budget	Detailed uses, assumptions, quotes, fees, taxes, fulfillment, indirect costs, contingency and cash schedule
Funding plan	Target, confirmed/expected cofunding, restrictions, fallback scope and overfunding plan
Team	Named roles, bios, time commitment, contracts and delivery accountability
Partners	Letters/MOUs, exact contribution, brand/logo permission and decision contacts
Risk / insurance	Risk register, mitigation, insurance, incident and emergency procedures
Impact / reporting	Outputs, outcomes, indicators, data collection, reporting calendar and final closeout
Communications	Case, claim evidence, translations, media rights, privacy, disclosure and crisis response
Campaign-specific	Platform eligibility, artifacts/rewards, prototypes, fulfillment, terms, supporter service and update plan
Grant-specific	Funder criteria, application, attachments, indirect-cost rule, due diligence and reporting burden
Financial controls	Accounts, project code, approvers, procurement, restricted-fund reconciliation and audit trail
Closeout	Asset ownership, maintenance, retention, final report, unused funds and next-phase decision

A4. First Flagship Content Shot List

SEQUENCE	CAPTURE	FACT / PERMISSION NEEDED
Opening place	Dawn, access route, wide land, water/vegetation, ambient sound and map orientation	Location labels and filming permissions
Founder context	Why the project exists, what is real today and what remains planned	Approved status language and no unsupported investment claims
Current offer	Available homesites, visit experience, infrastructure and real human scale	Inventory, boundaries, price and infrastructure evidence
Local operations	People maintaining, hosting, guiding or building the place	Work consent, fair portrayal and role accuracy
Land / ecology	Soil, plants, water, seasons, pressures and specialist observations	Technical review and sensitive-location rules
Night sky	Sunset transition, low-light practice, stars, measurements or expert explanation	Safe setup, weather and image authenticity
Education vision	Outdoor learning possibilities and qualified educator voice	No minors without full safeguarding and consent
Retreat / visit	Small controlled group moving through a real itinerary	Waivers, privacy options, capacity and honest staging disclosure
Decision process	Map, plans, budget or team discussion showing choices and constraints	Confidential information removed
Invitation	One next action matched to the episode: join briefing, schedule visit or follow campaign	Correct landing page and CRM tracking

A5. Leadership Kickoff Decisions

#	QUESTION	RECOMMENDED DEFAULT	DECISION / OWNER / DATE
1	What is the single year-one objective?	Make the project transaction-ready, audience-owned and capable of one credible mission campaign	
2	Who is the Program Director / COO?	Appoint one person with cross-functional authority by Day 10	
3	Which year-one operating scenario is approved?	Dedicated recommended if capital allows; lean with explicit scope reductions otherwise	
4	What land inventory and pricing may be marketed?	Only verified, date-stamped inventory approved by commercial, finance and counsel	
5	What is the first mission campaign?	Dark-sky observatory and regenerative learning lab, phase one	
6	Which entity receives each type of money?	Commercial, mission/restricted and community routes documented before collection	
7	What is the education program's approved name and stage?	One name; label as discovery/pilot/planned until operating requirements are met	
8	What is the maximum safe visit and pilot-event capacity now?	Set by Local Operations and safety review, not marketing demand	
9	What claims are paused pending evidence?	Title, investment, permits, infrastructure, environmental and permanent-facility claims without approved support	
10	What work will be stopped or deferred?	Any pillar lacking an owner, budget, stage and next gate	
11	What founder decisions cannot be delegated?	Capital ceiling, major land transactions, executive appointment and master brand direction	
12	When is the first 90-day gate review?	Day 90, with a written go/revise/hold/stop decision for every pillar	

A6. Monthly Operating Review Worksheet

SECTION	QUESTIONS TO ANSWER	DECISIONS / NOTES
Safety / legal / community	Any incident, complaint, permit issue, safeguarding concern, public correction or stop-work action?	
Cash / budget	Runway, 13-week forecast, restrictions, commitments, variance and exceptions?	
Commercial	Qualified pipeline, visits, diligence, reservations, expected cash and delivery obligations?	
Hospitality	Booked capacity, pilot results, margin, safety, partner quality and repeat demand?	
Audience / distribution	Engaged list, qualified leads, best assets, weak channels, response and attribution?	
Funding	Campaign gates, anchors, sponsor/grant pipeline, submissions, awards and reporting?	
Programs	Readiness, participants, quality, outcomes, risks and next-stage evidence?	
Capital projects	Scope, permits, budget, commitments, schedule, contingency and maintenance?	
People / capacity	Vacancies, contractor performance, overload, access and decisions blocked?	
Portfolio	What moves to go, revise, hold or stop this month?	
Top decisions	What must leadership approve, by when, and what happens if delayed?	

A7. Source and Verification Register

The sources below support current public facts and platform or regulatory context used in the plan. They do not replace project-specific professional advice, eligibility confirmation, contracts or current platform terms.

- [1] [Rancho de las Estrellas - official website](#) - Current public claims about scale, lot sizes, services, access, education vision and planned amenities; reviewed August 4, 2026.
- [2] [Artizen - Keep It Simple, Stupid](#) - Artizen explanation of its 1:1 match-funding mechanism, published June 6, 2025.
- [3] [Artizen - The Terminus Fund](#) - Announcement of a \$100,000 themed fund, published February 12, 2026.
- [4] [Artizen - \\$1 Million for Community Funds](#) - Artizen statement regarding investment in community funds and selected awards up to \$50,000, published December 2, 2025.
- [5] [Kickstarter Support - What are the fees?](#) - Official current fee explanation; recheck at launch.
- [6] [Patreon Help - Standard platform fee for new creators](#) - Official fee information for newly published creator pages; recheck by entity and payment method.
- [7] [Indiegogo Help - Platform upgrade FAQs](#) - Current platform model and fee context; confirm eligibility and pricing before use.
- [8] [Secretaria de Relaciones Exteriores - Acquisition of Properties in Mexico](#) - Official explanation of the restricted zone and residential acquisition through a bank trust for foreign buyers.
- [9] [SEMARNAT - Authorization of a particular MIA](#) - Official description of the particular environmental-impact authorization process.
- [10] [PROFEPA - Manifestacion de Impacto Ambiental](#) - Official overview of environmental impact assessment and MIA modalities.
- [11] [SAT - Donatarias autorizadas](#) - Official portal for authorized-donee information and procedures.
- [12] [FMCN - ORIGEN sustainable enterprise call](#) - Current July 2026 call information; eligibility and September 11, 2026 deadline must be confirmed from the full documents.
- [13] [CONANP - PROCODES 2026](#) - Official 2026 program page, rules and call materials.
- [14] [CONANP - PROREST](#) - Official program overview for protection and restoration in protected areas and zones of influence.
- [15] [DarkSky International - Protect the night](#) - Responsible-lighting and night-protection resources; no certification or status is implied.
- [16] [GlobalGiving - How can a nonprofit join?](#) - Official nonprofit pathway and due-diligence context.

Final Implementation Note

THE NEXT MOVE

Use the leadership kickoff table to resolve the twelve foundational decisions in one working session. Appoint the Program Director immediately afterward, move the 90-day action register into the project-management system, fund the approved sprint, and begin weekly operating reviews. The strategy becomes valuable only when each action has a real person, date, budget and evidence of completion.