### Strategic Objectives and Council Goals

<table>
<thead>
<tr>
<th>Program</th>
<th>Program &amp; Membership</th>
<th>Key Performance Indicators</th>
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</thead>
<tbody>
<tr>
<td>1. Program: Provide outstanding Scouting programs that prepare today’s youth for future success.</td>
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<td>Measure: % of total registered adult leaders that have completed required training. Target: 100%</td>
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<tr>
<td>1.1 Increase the percentage of Boy Scouts and Venturing Programs to 80% and Youth Protection training to all adults by 100% by December 31, 2021.</td>
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<td>Percentage of council youth attending long-term camps. Target: 82%</td>
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<tr>
<td>1.2 Revitalize the council's Venturing Program into a more vibrant program with greater youth leadership involvement.</td>
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<td>Number of council camps with an approved five-year plan. Target: 4</td>
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<tr>
<td>1.3 Revitalize the council’s Exploring Program into a more vibrant program with greater youth leadership involvement.</td>
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<td>Traditional Youth Membership. Target: 1%</td>
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<td>2. Program: Provide greater scouting programs at International, National, and Area events.</td>
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<td>% of Unit Commissioners who are trained. Target: 25%</td>
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<td>2.1 Increase our council's youth attendance at the 2019 World Jamboree and World Jamboree-type events.</td>
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<td>Final direct income. Target: 10%</td>
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<td>2.2 Increase our council’s Scouting program participation at National events by 15% each year.</td>
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### Competitive Advantages
- Strong awareness of BSA Brand and Scouting.
- Outstanding camp facilities ($50,000,000 Scout Ranch, Cub Camp). A Camp sailing program on the island of Directors. Experienced and dedicated professional & support staff.

### Organization-Wide Strategies
- Program: Camps, Merit Badges, Advancement, etc.
- Management: Program, Staff Development, Finance, Staff Recruitment, Strategic Planning, Professional Staff, Board of Directors.

### Fiscal Management

### Strategic Plan

**Foundation**

**Our Mission**

The mission of the Council Name Here Council, BSA, is to develop character, integrity, and leadership in youth through quality programs, outdoor experiences, and service to community.

**Our Core Values**

Integrity
Transparency and accountability
Leadership
Service
Family involvement
Fun
Safety
Outdoor experiences
Conservation

**Vision**

What Our Council will look like

Prepare today’s youth for future success.

**Implementation**

How we make strategy a habit

Empowerment of Staff... focus on achieving our desired results & outcomes from effective, motivational leadership. Sustained Performance... focus on efforts on establishing sustainable programs that will allow us to achieve the desired results and achieve peak performance of our strategic benchmarks.

**Strategic Alliances...** Identifying key strategic alliances and implementing collaborative efforts to grow Scouting.

**Marketing**

Grow the marketing communications by recruiting volunteer bloggers and social media post, supporter columns, and video producers.
17 Finance & Endowment: Utilize a comprehensive approach to fundraising and maximizing funding from all income sources.

17.1 Council to increase the percentage of Direct Income (Friends of Scouting, Project Sales, Special Events, and Foundation Income) from 37% to 47% by Dec. of 2021.

17.2 Each District strives to achieve Gold JTE status in Friends of Scouting metric, on an annual basis.

17.3 Focus on growing Popcorn Sale and Camp Card Product sale by 2% each year for the next five years.

17.4 Initiate the funding for a depreciation account to support our capital needs at all of our council properties.

18 Finance & Endowment: Utilize an endowment committee that will develop a comprehensive plan to secure long-term gifts for the Council.

18.1 Grow unrealized gifts in the endowment fund by adding new gifts each year equivalent to 2% of expenses each year.

Leadership & Governance

19 Governance: Become a model of good governance within BSA guidelines.

19.1 Establish a year-round nominating committee to recruit top-level leadership on the Board of Directors and to assist the district leadership in recruiting top-level volunteers.