

**GUIDING PRINCIPLE**

As we grow the number of youth served from 12,000 to more than 13,000 by 2027, our entire organization, from volunteer leaders and staffing to camp attendance and funding must grow at a similar rate to maintain the highest level of program and service for the families we currently serve and those that we strive to engage through transformative communication.

**FOCUS AREAS**

<b>Membership &amp; Unit Service</b>	<b>Marketing &amp; Communication</b>	<b>Outdoor &amp; Youth Development Experiences</b>	<b>Financial Health &amp; Sustainability</b>	<b>Organization &amp; Leadership Development</b>
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**FOCUS AREA VISIONS**

By engaging our volunteers and families, we will create a welcoming environment that supports a growing number of families and reflects the diversity of our communities.	Initiate a dynamic and unified approach to marketing and communications that inspires communities and our families to embrace the transformative power of Scouting.	With the support of our volunteers and staff, expand camping and program opportunities for all Scouting programs, to deliver engaging experiences that increase attendance while fostering personal growth.	Generate a thriving and sustainable future for local Scouting, fueled by stakeholders to grow our operating, capital and endowment funds, to support a growing number of families.	Through a thoughtful path of development that emphasizes cultivation, support and education of volunteers and staff we will increase volunteerism and skillsets for our future success.
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**MEASURABLE OUTCOMES**

<p><b>1. Recruiting</b> - Grow new members from 2,250 to 2,700 on an annual basis.</p> <p><b>2. Retention / Unit Service</b> - Maintain overall retention rate above 75% on an annual basis.</p> <p><b>3. Building Units &amp; Relationships</b> - Assuming an annual loss of 15 units per year; develop 45 new units for 5% growth.</p>	<p><b>1. Branding</b> - Embrace and enhance Scouting America branding that will evolve on an annual basis.</p> <p><b>2. Internal Communications</b> - Strengthen and enhance internal communications to better connect with our Scouts, families, volunteers, and stakeholders on an ongoing basis.</p> <p><b>3. External Communications</b> - Strengthen and enhance external communications to utilize social media, website platforms, and news media opportunities to attract, educate, and promote the values of Scouting.</p>	<p><b>1. Camping &amp; Program Attendance</b> - Grow summer camp attendance to 2,600 youth.</p> <p><b>2. Council and District Programs</b> - Enhance year-round outdoor experiences to supplement unit programming.</p> <p><b>3. Individual Experiences</b> - Enhance program and training experiences to engage and cultivate youth and adult volunteers.</p>	<p><b>1. Annual Fund</b> - Grow the Annual Fund from \$2.5 million to \$2.9 million (5% growth per year).</p> <p><b>2. Grass Root Engagement &amp; Cultivation</b> - Incorporate a donor centered approach to educate, engage and cultivate all stakeholders.</p> <p><b>3. Capital / Endowment Revenue</b> - Develop strategies to conduct a capital / major gifts campaign.</p>	<p><b>1. Succession Planning</b> - Cultivate, train and grow unit, district and council level volunteers from 4,780 to 5,250 forming a pathway of increased leadership opportunities that supports anticipated membership growth.</p> <p><b>2. Diverse Leadership</b> - Increase diversity in leadership focused on age, tenure, ethnicity and gender.</p> <p><b>3. Staff Organization</b> - The council attracts, develops, rewards and retains talented individuals who provide exceptional leadership and customer service to Scouting.</p>
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