

**MEMBERSHIP & UNIT SERVICE VISION:** 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.



Acorn Key






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1 Recruiting 2024 = 2,272 New Youth Recruited 2025 = 2,245 New Youth Recruited  
 Grow new members from 2,250 to 2,700 on an annual basis.

		2025 Benchmark	2025 Actual	Current Status	2026 Goal	Notes
a	Through an annual board approved membership plan, engage packs & troops to adopt multiple recruiting strategies.	Annual	Completed		Develop a business plan in addition to the Council Membership Plan. Add multiple new initiatives	2025 focused on developing recruiting plans for every unit. 2026 will focus on enhancing and engaging units to do multiple recruiting opportunities.
b	Expand school access for school recruiting and sign-up events to better welcome new members.	Ongoing	Secured 2 School Districts to allow Scout talks		Expand school access to allow Scout Talks	
c	In conjunction with the diversity and inclusion committee, identify and engage ethnically diverse communities for Scouting partnerships.	Ongoing	Developed a plan targeting female-led organizations to prospect for new units		Recruit 4 new organizations at a minimum	
d	Recruit new female Scouts into existing packs & troops to increase female members from 1,100 to 1,350 female members.	Ongoing	Increased female Scouts to 1,185		Increase female Scouting to 1,300	2025 - Increased female membership to 13% (2% increase)
e	Maintain program intensity in the Jockey Hollow District to grow membership from 750 to 1,000 youth.	Annual	1,105 youth		Maintain 1,100	2026 - continue to improve program intensity with more outdoor opportunities

2 **Retention / Unit Service** 2024 = 70% 2025 = 68%  
 Maintain overall retention rate above 75% on an annual basis.

	Objectives	2025 Benchmark	2025 Actual	Current Status	2026 Goal	Notes
a	Engage commissioners to support healthy unit relationships that highlight the importance of creating a welcoming environment for all potential leaders and families.	Annual	Ongoing		Add 1 or 2 more initiatives	Conducted the leadership symposium to provide tools and resources to Committee Chairs and CORs
b	Focus on assessing unit health and coaching unit leaders in the areas of succession planning, program and timely charter renewals.	Annual	Ongoing		Ongoing	2025 system challenges affected performance and results - 2026 National providing a coordinated chartering month
c	Develop strategies and incentives for Arrow of Light transition to improve retention from 63% to 75%. (of the 63% that cross over during the spring, only 40% renew for the upcoming year)	Annual	66%		75%	2025 - Focused on AOL to Scouts BSA transition. Selected June as time to measure
d	Utilize Cub pack Blue & Golds and Scouts BSA Courts of Honor during the first quarter of each year to educate families on the importance of continuing their Scouting journey and incentives to do so.	Annual	Ongoing		Ongoing	Encouraged all units to hold earlier celebrations to encourage retention and crossing over
e	Enhance roundtable strategies and participation to ensure information sharing and timely communications with all district units.	Annual	Ongoing		Add 1 or 2 more initiatives	Utilizing district weekly communications to encourage participation

<b>Building Units &amp; Relationships</b>		<b>2024 = 97% Unit Retention / 18 New Units</b>	<b>2025 = 98% Unit Retention / 14 New Units</b>
<b>3</b>	<b>Assuming an annual loss of 15 units per year; develop 45 new units for 5% growth.</b>		

	<b>Objectives</b>	<b>2025 Benchmark</b>	<b>2025 Actual</b>	<b>Current Status</b>	<b>2026 Goal</b>	<b>Notes</b>
a	Add a second membership / program specialist to support new unit development, support and overall membership growth.	Hire a Unit Growth Executive	Completed - August		Organize minimum of 15 New Units + 400 youth	
b	Increase Scouting America brand awareness by utilizing new unit development assets to facilitate a positive image in our communities.	Ongoing	Ongoing		Develop customized unit recruiting flyers + other initiatives TBD	
c	Engage chartered organization relationships to cultivate current members and to help attract new members.	Ongoing	Ongoing		Develop strategies to visit current IH's and meet new potential IH's	2027 - Visit COR's
d	Recognizing the strength of our legacy units, focus on expanding Cub Scout packs, female Scouts BSA troops, and Jockey Hollow opportunities.	Ongoing	Ongoing		Organize new units, focusing on Cub Scout Packs	
e	Adopt relevant Scouting America pilot initiatives such as Skilled Trades Exploring and Seasonal Scouting.	Ongoing	Ongoing		Launch Seasonal Scouting and develop Trade Skills Exploring	2025 - Struggled to launch Seasonal Scouting despite securing funding

**MARKETING & COMMUNICATIONS VISION:** Initiate a dynamic and unified approach to marketing and communications that inspires communities and our families to embrace the transformative power of Scouting.



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**Branding**







- 1 **Embrace and enhance Scouting America branding that will evolve on an annual basis.**

	Objectives	2025 Benchmark	2025 Actual	Current Status	2026 Goal	Notes
a	Within budget allowances, incorporate Scouting America signage, letterhead, uniform and other physical assets annually.	Annual	Website / Social Media / Service Center and MASR complete		Winnebago / Mountinside Scout Shop	Web Site is ongoing focus
b	Utilize Scouting America digital marketing plan to enhance local social media, website, and email communications.	Annual	Ongoing		Will utilize Bonterra to streamline email communications	
c	Promote and advise availability of local uniform, clothing, and merchandise offered through our local Scout shops.	Annual	Assets are continually sourced / Engaged Scouting Outfitters on potential web partnership		Scout Shop strategies launch	
d	In partnership with Scouting America, develop a rollout for changing and strengthening the new brand of BSA to Scouting America	Annual	Ongoing		Utilize assets as created - Incorporating "America 250"	

- 2 **Internal Communications**  
Strengthen and enhance internal communications to better connect with our Scouts, families, volunteers, and stakeholders on an ongoing basis.

	Objectives	2025 Benchmark	2025 Actual	Current Status	2026 Goal	Notes
a	Develop and build out a direct communication plan to reach our Scouting community with key council information and updates.	Fall 2025	Vee partnership did not provide spark we anticipated		Complete written plan / Create formal donor stewardship plan	Hootsuite new vendor for social media
b	Promote and distribute digital and physical assets for such things as camp promotions, program rollouts, roundtables, district and council initiatives as a conduit for information sharing.	ongoing	Camp promotion assets were updated for 2025 and in process for 2026		Expand audience for units and youth	Assets have been expanding well
c	Develop and provide digital tool kits and incentives to Scout families and their units to help recruit others into the program.	Fall 2025	Welcome kits were helpful but were mailed		Add multiple digital strategies.	Membership Plan addresses additional strategies
d	Develop social media training and tips/tricks for key audiences.	2026	N/A		Develop assets and launch training	
e	Explore and develop tools such as mass messaging to our Scouting community (one way only) integrated through existing constant contact databases.	ongoing	NYLT developed and executed		Bonterra to support initiative	

**3 External Communications**  
**Strengthen and enhance external communications to utilize social media, website platforms, and news media opportunities to attract, educate, and promote the values of Scouting.**

	Objectives	2025 Benchmark	2025 Actual	Current Status	2026 Goal	Notes
a	Within budget allowances, implement a part time/full-time marketing specialist internally or as a consultant to manage consistent physical and digital content on a daily and weekly basis to drive communications with new and existing members.	ongoing	Engaged summer intern and VEE		PT Marketing & Communications Coordinator onboarded - Q1	
b	Increase social reach and engagement using social media tools such as Constant Contact, High Level, Meta for nonprofits to enable us to build target funnels for content distribution and analytics, along with an editorial calendar for visibility. Develop key landing pages to help support KPIs and analytics.	2026	N/A		Develop written plan and launch strategies	
c	Utilize AI to help develop content for platforms such as IG Reels, TikTok, Facebook and Instagram from events and moments.	2026	N/A		TBD	While limited marketing assets are being developed
d	Build relationships with local media such as News 12, the Daily Record, NJ.Com, and influencers to enhance the visibility of Scouting.	2026	N/A		TBD	
e	Incorporate and develop specific presentations for Key 3 with groups and donors to focus on reaching new and inclusive groups.	2026	N/A		TBD	
f	Conduct an annual Report to the State of New Jersey to develop relationships and enhance visibility with state and community leaders.	ongoing	Successful event executed around 115th anniversary and Scouting America rollout in February 2025		Fall 2026 Report to the State	

**OUTDOOR & YOUTH DEVELOPMENT VISION:** 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.



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**1 Camping & Program Attendance**  
**Grow summer camp attendance to 2,600 youth by 2027**

	Objectives	2025 Benchmark	2025 Actual	Current Status	2026 Goal	Notes
a	Formulate marketing initiatives in a written plan, introducing at least two new promotional avenues annually.	Annual	Completed		2 new promotional avenues	2025 - Fishing Camp And Film and Art Specialty Camp 2026 - Planning Cub Summer Overnight and Webelo Resident Camp, Range and Target and Adventure Camp Specialty Weeks.
b	Develop a sustainable promotion plan that engages units and families to have an "in person" presentation opportunity annually.	Annual	125 Unit Presentations		130 Unit Presentations	Engaging presenters has been a challenge
c	Evaluate day camp and resident camp programs and introduce relevant enhancements and new opportunities to spark attendance growth annually.	Annual	Added pool activity at Watchung Day Camp		New pool location for Watchung Day Camp and action archery at Wheeler Day Camp.	
d	Explore expanded attendance opportunities such as Scoutreach partnerships, community engagement, and collaboration with other local councils.	Annual	Developed partnerships with 2 local councils for day camp. 1 Scoutreach overnite camp launched		50 Cub Scouts from partnerships + Scoutreach expansion	
e	Promote scholarships and discount programs to help families manage the cost of camp. Promote opportunities for stakeholders to "share their story" and donate to our funding initiatives.	Annual	Done		2026 discounts have been established	Focus shifted more toward supporting families versus units in 2026

**2 Council and District Programs**  
**Enhance year-round outdoor experiences to supplement unit programming.**

	Objectives	2025 Benchmark	2025 Actual	Current Status	2026 Goal	Notes
a	Engage units to annually evaluate and refresh council and district program offerings such as camporees, klondikes and activity events to grow enthusiasm and participation.	Annual	Done			Participation increased with evolving programs. Gaining consistency in district efforts will be critical.
b	Grow weekend camping opportunities to spark camp usage and provide council developed, unit guided program experiences.	Annual	N/A		Add 2 new initiatives	2026 - Adjusted pricing structure, added free weekend tent camping for units that attend PPC summer camps and developing new PPC Camp Ambassador program.
c	Engage units to help expand and schedule council high adventure opportunities beyond current program offerings. Establish promotion plan to highlight all opportunities including the 2026 National Jamboree.	Annual	National Jamboree recruitment was a challenge - 100+ Scouts		Philmont 5 Crews. Jamboree - 2.5 Troops	2025 - 16 Crews / 192 participants 2026 - 5 Crews 2027 - 10 Crews + SCUBA High Adventure in the Bahamas.
d	With an emphasis on Cub Scouts, further develop PPC Adventure Programs offered at our camps, service center, and program partners throughout our service area.	Annual	Met budgetted participation with new programs		Add another souther facility option.	Southern part of council hold great opportunity. Actively ursuing volunteer support in vision.
e	Partner with other New Jersey councils to develop and promote large scale events such as a 2028 Council Jamboree and the State Police Camporee along with other potential avenues to supplement unit program.	Annual	State Police Camporee cancelled		Begin planning 2028 Council Jamboree	2027 - State Police Camporee


**3 Individual Experiences**  
**Enhance program and training experiences to engage and cultivate youth and adult volunteers.**

	Objectives	2025 Benchmark	2025 Actual	Current Status	2026 Goal	Notes
a	Cross-promote individual program offerings such as PPC Adventure Programs and Merit Badge eXtravaganza. Develop free, self-guided programs at council properties and Watchung Reservation.	Annual	Done		Add 2 new self Guided programs to each camp	In addition to new self guided programs we have activities already available that we can promote better with an engaged ambassador corps.
b	Annually evaluate and refresh all training programs to focus on succession planning and support an individual pathway for educational opportunities for Scouts and volunteers.	Annual	Done		NYLT Leadership Transition	New leadership for the NYLT Program will bring opportunity for additional growth.
c	Capitalize on the reintroduction of specialty camps to engage specialized volunteers and existing and potential camp staff.	Annual	Done		Add new volunteer leads for the new specialty camps	Archer Jones has comitted to the Range and Target Sports Activity week. Working with the HA Committee to identify a lead for Adventure Week.
d	Develop a plan to assist individuals, particularly those in smaller units, engage in activities otherwise unavailable within their unit.	Annual	Done		Promote new Specialty Camps and Provisional Camping	These activities are now better promoted in our promotional materials than in the past and from the start.
e	Explore opportunities to offer programming around school breaks such as holidays, teacher conventions as well as winter and summer gaps to create unique experiences.	Annual	Not started		Add a school break opportunity for MB Classes	Identifying the right time frame and content for MB clases and programs.

**FINANCIAL HEALTH & SUSTAINABILITY VISION: 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.**






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**1 Annual Fund**  
 Grow the Annual Fund from \$2.5 million to \$2.9 million (5% growth per year).

	Objectives	2025 Benchmark	2025 Actual	Current Status	2026 Goal	Notes
a	Grow Friends of Scouting to \$600,000 by increasing participation fueled by the Scouting Forward event each fall.	\$550,000	\$545,000		\$585,000	2025 kickoff successful with more than \$275k raised. 2026 Kick-off successful with more than \$300k raised. 2026 Need to emphasize unit engagement / campaign timing for success
b	Develop purpose-driven special events, increase annual budget from \$1.1 million to \$1.3 million to inspire our community, celebrate the mission, and foster meaningful connections that will fund and grow our programs.	\$1,100,000	\$1,547,000		\$1,200,000	Secured additional \$500,000 major gift for future strategic initiatives. Planning 35 events for 2026
c	Expand donor giving through Foundations, Trusts & Major Gifts to grow from \$400,000 to \$500,000 annually. Create and expand giving and initiatives such as the "\$25,000 for Five Years" campaign and enhanced alumni and community outreach.	\$400,000	\$447,000		\$450,000	2025 represented 16 donors. Secured 6 "25,000 for 5 Years" commitments in 2025. Alumni Committee established
d	Expand Direct Support annual budgets from \$430,000 to \$500,000 by developing sources to include increased scholarship auctions, donor directed projects and government funding.	\$430,000	\$448,000		\$465,000	Annual budget is dependent on special event scholarship auction results. Scholarship Special Event Scholarship auctions raised \$270k in 2025. Secured 3 year Lily Grant to fund membership growth executive.
e	Explore on-boarding a development professional internally or as a third party to increase new and increased funding opportunities in the Annual Fund.	N/A	N/A		onboard	Budgetted for summer 2026

**2 Grass Root Engagement & Cultivation**  
**Incorporate a donor centered approach to educate, engage and cultivate all stakeholders.**

	Objectives	2025 Benchmark	2025 Actual	Current Status	2026 Goal	Notes
a	Recruit and further engage subcommittees as needed to support revenue development committee efforts.	Annual	N/A		ongoing	Several subcommittees within special events and endowment fundraising were expanded.
b	Budget permitting, maintain council service fee at \$50 per Scout and volunteer through 2027. Educate and grow unit impact through an increased fee structure for low contributing units.	Annual	maintained \$50 fee		maintain \$50 fee	Maintained fee at \$50 for 2026. Will determine 2027 fee for low contributing units in 2026.
c	Grow popcorn sales from \$950,000 to \$1.3 million annually by increasing units selling popcorn from 100 units (33%) to 150 units (50%).	\$1,000,000	\$1,007,000		\$1.1 million	2025 success aided by first ever formal business plan = 9% Growth 2025 saw 101 units selling - Need to add more units in 2026 to hit goal.
d	Increase Scout shop revenue and services to include a new or additional location that provides both a retail location and a program/meeting space.	\$300,000	\$244,000		\$315,000	Need to develop business plan to increase sales and determine future future locations.
e	Develop a written plan, reviewed and enhanced annually to increase donor engagement and increase charitable giving.	Plan written	Not started		Plan written	2026 Need to finalize Bonterra partnership for giving platform ++

**3 Capital / Endowment Revenue**  
**Develop strategies to conduct a capital / major gifts campaign.**

	Objectives	2025 Benchmark	2025 Actual	Current Status	2026 Goal	Notes
a	Grow the endowment fund through annual themed campaigns. Bring awareness to opportunities by conducting an annual recognition event(s).	Annual	3 initiatives		4 initiatives	2025 Annual Beefsteak Dinner - \$15k 2025 James E. West Campaign - \$45k 2025 Re-established Endowment Recognition Event @ Baltrosol 2026 America250 theme being created
b	Partner with Scouting America Foundation to define and grow legacy giving opportunities in 2025.	Utilize planned giving partnership	not started		Engage partnership	Need to refine prospect list (70+) and develop written plan
c	Develop master plans for our 3 properties that will help prioritize capital initiatives in 2025.	2 of 3	1 of 3		3 of 3	Master plan is completed for Mount Allamuchy SR Winnabago SR is in process Council Service Center not started
d	Conduct a feasibility study focused on capital, endowment and major gift opportunities in 2026 / 2027.	TBD	N/A		Analyze master plans / begin sourcing feasibility study	
e	Engage leadership and lead donors to launch a campaign in 2027/ 2028.	TBD	N/A		N/A	

**ORGANIZATION & LEADERSHIP DEVELOPMENT VISION:** 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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- 1 **Succession Planning**  
**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.**

	Objectives	2025 Benchmark	2025 Actual	Current Status	2026 Goal	Notes
a	Review district and council organization annually to develop a structure that promotes a ladder of increased engagement for volunteerism.	Annual Meetings	In process through the council nominating process		Develop formal plan for districts	
b	Grow council boards by a minimum of 15 new members annually to support succession planning and achieve desired skillsets needed for effective governance and operations.	Annual Meeting	In process through the council nominating committee		15 new members	2025 - On track for 12-15 new members
c	Expand district committees by a minimum of 5 new members to foster a full team of volunteers, that prioritizes strategic plan initiatives to grow Scouting.	District Annual Meetings	Annual Meetings occurring in February 2026		5 new members for each district	
d	Develop and utilize resources to support unit succession planning. Identify, cultivate and mentor prospects for district and council opportunities after service on the unit level.	2026	N/A		Need to develop resources	
e	Focus on limiting volunteers to one major responsibility to allow concentration, growth and satisfaction in their Scouting journey. Utilize short term responsibilities to engage volunteers at all levels.	ongoing	Focus of all nominating committees		Remain focused - develop assets to support	
f	Assign mentors at district and board levels to ensure onboarding and continued engagement for volunteers.	ongoing	All new board members assigned a mentor		Need to engage districts in process	

**2 Diverse Leadership**  
**Increase diversity in leadership focused on age, tenure, ethnicity and gender.**

	Objectives	2025 Benchmark	2025 Actual	Current Status	2026 Goal	Notes
a	Develop resources to provide best practice guidance on how to utilize a story telling approach to identify, engage and cultivate potential volunteers focused on increasing responsibility.	2026	N/A		Need to develop resources	2025 board retreat provided a soft launch to effort
b	Engage units to help identify and educate families on the benefits of Scouting and provide resources to increase volunteer opportunities.	2026	N/A		Need to develop resources	
c	Support volunteerism by engaging young alumni to complement and grow current base.	ongoing	Incorporated several youth executive board members and young professionals		A young professional networking event is being organized by the Alumni Committee	
d	Utilize sources such as roundtables, trainings, activities, and day camp visits with parents to cultivate and educate volunteers and parents on increasing their support of Scouting.	ongoing	Council and districts have been focusing particularly with camp visits.		Need to formalize and expand initiatives.	
e	Develop community engagement strategies to increase pool of potential volunteers that will better represent communities served.	2026	Need to develop strategies		Need to develop strategies	

**3 Staff Organization**  
**The council attracts, develops, rewards and retains talented individuals who provide exceptional leadership and customer service to Scouting.**

	Objectives	2025 Benchmark	2025 Actual	Current Status	2026 Goal	Notes
a	Strive for council staffing levels to reflect the diversity (age, tenure, ethnicity, gender) of the communities served by the council.	ongoing	Staffing level has been stable		Maintain full staff and add diversity where possible	
b	Review staff organization annually and increase full-time headcount by 2 positions to 30 by adding a membership & unit service executive and a development director within budget parameters.	Annual	Membership Growth Executive hired in 2025 as part of Lily Grant.		Plan is to add Developmnet Director in Q3	
c	Review part time opportunities to maximize operations. Engage a part-time marketing and communications ccoordinator or consultant within budget parameters.	2026	Added marketing intern		New part time Marketing & Communications Coordinator hired in February	
d	Utilizing "Scouting University" and local opportunities on continuing education for staff members development within Scouting America guidelines.	ongoing	Scouting America has mandated annual training. Several staff members utilizing trade schools and unofficial Scouting trainings		Continue to engage opportunities that benefit PPC and employees	
e	Engage local universities to develop an internship program to engage young professionals and create a path to employment.	ongoing	Have engaged 3 interns thus far.		Need to engage local universities to expand program.	2025 - Engaged 1 marketing and 2 technology interns