



COUNCIL STRATEGIC PLANNING EXECUTION GUIDE



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BOY SCOUTS OF AMERICA®

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SO THE COUNCIL HAS A STRATEGIC PLAN...NOW WHAT?

A strategic plan only works if implemented. This seems obvious, but according to a *Fortune* magazine article, nine out of 10 organizations fail to implement their strategic plan. Don't become a statistic. Implementation is the phase that turns a strategic plan into action.

Implementing the strategic plan is as important as—or even more important than—the strategy itself. A successful strategic plan, however, starts before any pen hits paper or slide meets screen. It starts in the office in the weeks leading up to the event.

PREPARATION

If the strategic plan is handled properly from the start, council members will never hear themselves say, “Now what?” Create a positive environment for the strategic planning process. Staff and volunteers should be energetic going in, knowing that the outcome will have a direct effect on their positions. Staff and volunteer buy-in begins before any goals are agreed upon. Forget to set the tone and the plan will be seen as a distraction from busy workloads. It needs to be known that planning a strategy is not an on-site team-building exercise.

Communicate the strategic plan's purpose. A strategic plan is not intended to tell a council it is doing everything right. Change should be anticipated. If nothing changes, then a council just spent a lot of money for no reason. A strategic plan is an investment in the council's future. The results generated from a strategic plan are the return on investment.

GOVERNANCE

Once the foundation for a strategic plan has been prepared, staff and volunteers will be ready to implement on the other end. The important thing to remember is the strategic plan is just that—a plan. It does not drive itself. A strategic plan provides a council with a road map for implementation. It's the plan that directs the management process of the organization. And like a map, a council should plot its progress regularly against the strategic plan in order to make sure it is on course and meeting targets.

FIVE KEYS TO IMPLEMENTATION

CULTURE

Preparing the council culture is the first priority. Create an environment that promotes inclusivity. Connect staff, board, and volunteers to the council's mission and their role in the strategic planning process. Include everyone in the goals and actions of the plan from the beginning. If people are encouraged to take ownership of their role, they will have buy-in and be more accountable. If people don't have a stake in and responsibility for the plan, it'll be business as usual for all but a frustrated few.

PEOPLE

Inventory staff and volunteers and make sure the right people are on board and in the right positions. Identify a strategic manager who will monitor the implementation process and keep the plan on track. Adjust the manager's job description if necessary so he or she is empowered to execute the role effectively.

RESOURCES

A strategic plan can come with the best of intentions, but if sufficient funds, adequate staff/volunteers, and time to implement are not available, the plan will die before it leaves the boardroom. Assess true costs associated with the implementation and don't underestimate or be conservative in your estimates. True costs can include a realistic time commitment from staff/volunteers, a clear identification of expenses associated with a tactic, or unexpected cost overruns by a vendor.

STRUCTURE

Have a clear management structure with understood lines of authority so that communication flows efficiently. Strategic structure is built on communication that starts at the top with strong leadership. The strategic manager will act as a liaison between board members and staff/volunteers, measuring deliverables and rewarding performance. Regular strategy meetings hold the structure in place and assess the plan's effectiveness. Monthly or quarterly reviews help volunteers conceptualize the plan's implementation, keeping morale high for the project. More importantly, frequent review keeps the strategy dynamic, as unforeseen issues will emerge that will require the plan to be adjusted. Note that plans can become static if reviewed only on an annual basis.

SYSTEMS

Where would we be without our systems? Both management and technology systems help track the progress of the plan and make it easier to adapt to changes. As part of the system, build milestones into the plan to help achieve goals within a specific time frame. An online scorecard is a great tool for measuring performance. It lives in real time and is constantly updated for staff to follow. It keeps everyone accountable because the strategic plan is a living document they can relate to and measure up to.

From the start, understand the difference between the strategic and implementation phases: The strategic plan addresses the what and why of activities. The implementation addresses the who, where, when, and how. Both the plan and the implementation are critical to success. Success is measured in the competitive edge a council can gain if the implementation is done effectively. Visualize the strategic plan as the map that will drive the management process through the implementation phase.

IMPLEMENTATION PITFALLS

Here are the most common reasons strategic management fails:

- **Annual strategy:** Strategy is discussed only at yearly weekend retreats.
- **Lack of communication:** The plan and progress against the plan don't get communicated to employees often enough.
- **Lack of empowerment:** Although accountability may provide strong motivation for improving performance, employees must also have the authority, responsibility, and tools necessary to impact relevant measures. Otherwise, they may resist involvement and ownership.
- **Lack of ownership:** The most common reason a plan fails is lack of ownership. If people don't have a stake in and responsibility for the plan, it's business as usual for all but a frustrated few.
- **A meaningless plan:** The vision, mission, and values statements are viewed as fluff and are not supported by actions or don't have employee buy-in.
- **No accountability:** Accountability and high visibility help drive change, which means that each measure, objective, data source, and initiative must have an owner.

- **No progress report:** No method is in place to track progress and the plan only measures what's easy, not what's important. No one feels any forward momentum.
- **Not considering implementation:** Implementation isn't discussed in the strategic planning process. The planning document is seen as an end in itself.
- **Out of the ordinary:** The plan is treated as something separate and removed from the management process.
- **An overwhelming plan:** The goals and actions generated in the strategic planning session are too numerous because the team failed to make tough choices to eliminate noncritical actions. Employees don't know where to begin.

Avoiding pitfalls is easier when they're clearly identified. Now that you know what they are, you're more likely to jump right over them.

MANAGING A COUNCIL STRATEGIC PLAN

USING THIS GUIDE

The *BSA Council Strategic Planning Execution Guide* is designed to provide council leadership ways to use the MyCouncilPlan online system to manage and track the goals in the council's strategic plan. The guide starts with reports that can be used as part of the council's existing meetings. The emphasis is on understanding how to use the reports and how they tie into the action plans that only show the goals at the district, committee, and/or individual levels.

COUNCIL LEADERSHIP REPORTS

The Web-based MyCouncilPlan system is designed to provide councils a way to track the progress of their strategic plan effectively, regardless of size and complexity. The tools provided can be easily integrated into the day-to-day operation of the council. The following is a recommended way to manage a strategic plan.

1. To review a strategic plan at the executive level, go to the "View Reports" tab of the MyCouncilPlan system, select "Council," select a format, and then choose "Executive Summary (with Progress)." This report will give you a high-level view of the council-level goals with their status. This report is effective for Scout executives and board members who want a quick snapshot of the major goals of the council. This report can be used for council board meetings and staff meetings as a "checklist" or agenda. See **Appendix E1** for an example.

BOY SCOUTS OF AMERICA
MY COUNCIL PLAN
Powered by MyStrategicPlan

DETERMINE CURRENT POSITION | DEVELOP STRATEGY | SET GOALS & OBJECTIVES | TRACK PERFORMANCE | **VIEW REPORTS** | HELP & SUPPORT

COUNCIL REPORTS

1. Choose a format.

PDF | WORD | EXCEL | HTML | EMAIL

2. View and print reports.

Plan only reports

- Full Strategic Plan
- Executive Summary
- One-Page Plan
- Road Map View
- Linear Cascade View
- SWOT
- One-Click Report

Plan with progress

- Full Strategic Plan (with Progress)
- Executive Summary (with Progress)**
- Scorecard
- Budget Report

Strategy Tip

"However beautiful the strategy, occasionally look at the results."
- Winston Churchill

THE DASH
STRATEGY DASHBOARD
LAUNCH YOUR PLAN

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2. The second report to view is the “Full Strategic Plan (with Progress).” This report contains all the details with the council-level goals and their associated subgoals. This is an excellent tool for meeting preparation and to use during a meeting as reference material when you want to take a more detailed look at what is behind the council-level goals. See **Appendix E2** for an example.

BOY SCOUTS OF AMERICA
MY COUNCIL PLAN
Powered by MyStrategicPlan

DETERMINE CURRENT POSITION | DEVELOP STRATEGY | SET GOALS & OBJECTIVES | TRACK PERFORMANCE | **VIEW REPORTS** | HELP & SUPPORT

COUNCIL REPORTS

1. Choose a format.

PDF | WORD | EXCEL | HTML | EMAIL

2. View and print reports.

Plan only reports

- Full Strategic Plan
- Executive Summary
- One-Page Plan
- Road Map View
- Linear Cascade View
- SWOT
- One-Click Report

Plan with progress

- Full Strategic Plan (with Progress)
- Executive Summary (with Progress)
- Scorecard
- Budget Report

Get the most out of your plan with "THE DASH"

An interactive way to bring your strategy to life. Optimal for quick reviews and virtual presentations.

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LAUNCH YOUR PLAN

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These two reports provide the council leadership status and direction on where to focus their attention. The following reports are used to filter the goals according to focus area and committee or individual member responsibilities. The type of report selected depends on the group being addressed.

COMMITTEE REPORTS

1. For a committee meeting, go to the section in the upper-left corner of the “View Reports” tab and select the “Department” link. This section will contain reports filtered by the committees the council has set up in the system.

The screenshot shows the Boy Scouts of America My Council Plan interface. The top navigation bar includes links for DETERMINE CURRENT POSITION, DEVELOP STRATEGY, SET GOALS & OBJECTIVES, TRACK PERFORMANCE, VIEW REPORTS (highlighted), and HELP & SUPPORT. The left sidebar has a 'Council' section with links for 'Department' (highlighted with a red arrow), 'Team Member', and a 'Tips' section. The main content area is titled 'DEPARTMENT REPORTS' and contains three sections: '1. Choose your Department.' with a dropdown menu set to 'Camping Committee Chair', '2. Choose a format.' with icons for PDF, WORD, HTML, and EMAIL, and '3. View and print reports.' with a list of report types: Plan only reports (Full Strategic Plan, Executive Summary, One-Page Plan, Road Map View, Linear Cascade View, SWOT, One-Click Report, Action Plan) and Plan with progress (Full Strategic Plan (with Progress), Executive Summary (with Progress), Scorecard). A 'More Info' button is in the top right corner.

2. Select the committee under “Choose your Department,” select a format, and click on “Action Plan.” Only the goals that the selected committee is responsible for will be shown, along with their progress. This report can be used in committee meetings and shared with the council leadership to report committee

This screenshot is identical to the one above, showing the same interface. However, a red arrow now points to the 'Action Plan' link in the '3. View and print reports.' section, specifically under the 'Plan only reports' category.

status. See **Appendix E3** for an example.

SUBCOMMITTEE AND INDIVIDUAL REPORTS

1. Go to the “Team Member” link in the “View Reports” tab. Reports for individuals, subcommittees, and district goals are available here. Select “Action Plan” to see the goals filtered for the selected committee or individual.

BOY SCOUTS OF AMERICA
MY COUNCIL PLAN
Powered by MyStrategicPlan

DETERMINE CURRENT POSITION | DEVELOP STRATEGY | SET GOALS & OBJECTIVES | TRACK PERFORMANCE | **VIEW REPORTS** | HELP & SUPPORT

Council
Department
Team Member

TEAM MEMBER REPORTS

1. Choose your Department.
Finance Focus Area Chair

2. Choose your Team Member.
Jim Kornegay

3. Choose a format.
PDF | WORD | HTML | EMAIL

4. View and print reports.

Team Member Reports
Action Plan
Linear Cascade View
Performance Review

MAKING UPDATES

To keep the reports accurate and the goals up to date, go to the “Track Performance” tab and select “Track My Progress.”

BOY SCOUTS OF AMERICA
MY COUNCIL PLAN
Powered by MyStrategicPlan

DETERMINE CURRENT POSITION | DEVELOP STRATEGY | SET GOALS & OBJECTIVES | **TRACK PERFORMANCE** | VIEW REPORTS | HELP & SUPPORT

Track My Progress
Scorecard
Gantt Chart
Implementation Process

TRACKING GOALS AND ACTION ITEMS

Instructions:
Find your achievements and “To Dos” at a glance. Click the to update Goals and Action Items status. A indicates the item is a KPI that you can edit — click the key to update actual data for the current month. This information reflects plan progress to date.

UPDATE	PRIORITY	GOALS	WHO	TARGET	% COMPLETE/ YTD	DUE DATE	STATUS/ VARIANCE
	Normal	1.1 Incorporate patriotic ceremonies, gratitude, and the Scouting promises, oaths, laws, and codes into every meeting and event. Last updated 2012-01-07 Comments on Status: 8/12/11 - E-mail sent to unit leaders... READ MORE	Membership Focus Area Chair	100%	100 %	12/31/12	
	Normal	1.2 Expand the average Cub Scout outdoor experience from one to five days a year. Last updated 2011-09-29 Comments on Status: 8/12/11 - Planning started. Committee to meet... READ MORE	Program Focus Area Chair	100%	30 %	12/31/12	
	Normal	1.3 Establish the Merit Badge Counselor program as a true mentoring experience for youth. Last updated 2011-09-29	Program Focus Area Chair	100%	25 %	12/31/12	
	Normal	1.4 Establish the ScoutParents program to better integrate parents into unit Scouting programs. Last updated 2011-09-29	Unit Service Focus Area Chair	100%	5 %	12/31/13	

1. Scroll down to the goal to be edited. The priority, description, name of responsible party, target that has been set for the goal, percent complete, due date, and variance from schedule, comments link and the last time the goal was updated will be displayed.
2. If you have authority to edit a goal, you will see either a key (for KPI) or a traffic light icon.
3. Select the key or traffic light icon to open the Edit Status window.
4. Change the status by using the Status drop-down menu.
5. Enter the % complete. *
6. When you update the status of your goals/actions in the MyCouncilPlan system online, enter the date and your initials at the beginning of each comment.
7. Keep the most current comments on the top.
8. The status is Green when ongoing efforts are on track. Projects with Yellow (not on track) or Red (past due) status should **always** include relevant comments related to any challenges, dependencies, or other issues being faced.

1. Choose your progress status.

- * Achieved
- * In progress
- * Not started
- * Deferred
- * Waiting on

***How to figure percent complete:** Divide 100% by the number of months that the goal will take to complete. For example, for an annual goal, divide by 12 (100%/12 months = 8.3% per month). Then multiply 8.3 by the number of months elapsed. If you have an annual goal beginning in January that is on target, it would be 33.3% complete at the end of April (8.3%*4 = 33.3%).

MODIFYING AN EXISTING GOAL

Goals need to be modified on occasion. The person responsible for a goal and the plan administrator can make changes. To do this, go to the “Develop Strategy” tab and select “Add/Edit Strategic Objectives and Goals.”

Number	Level	Who's Responsible?	Time Frame
1	Long-Term Strategic Objective	Not assigned, far reaching & very broad	3-5 years
1.1	Org. Goal	Org.-wide, not assigned	18-24 mo.
1.1.1	Dept. Goal	Assigned to Dept. charged with achieving goal	12-18 mo.
1.1.1.1	Team Member Goal	Assigned to Team Member charged with completing goal	6-12 mo.
1.1.1.1.1	Team Member Action	Assigned to Team Member charged with completing action. Short term items	30, 60, or 90 days

1. Go to the goal to be modified.
2. If you have authority to modify a goal, you will see plus sign, pencil, and red x icons appear. The plus sign is used to add a new goal, the pencil edits an existing goal, and the red x deletes the goal.
3. To modify a goal, select the pencil.
4. An Edit Goal window will appear, allowing the user to make changes to the goal. The right side of the window includes an explanation for each input field as shown below.

Edit Goal

Identify school districts and superintendents.

Who: Districts **Team Member:** Broken Arrow District

Priority: Normal **Cost:** \$

Measure: % complete

Target: 100% ☐ Number ☒ Percent ☐ Currency

Function: Sum

Start Date: 11/15/2010 **End Date:** 06/30/2013
Ex. 1/15/2011 Ex. 12/12/2013

Recurrence pattern: Ongoing **Duration of task:** 0 days

Hints

Goal: Write a clear and concise statement that:

- Start with a verb
- Explains the outcome - "why" not just "how"
- Communicates action at the right level
- Is specific and time bound

Who: Select the CEO, department manager, team lead or individual who has primary responsibility and accountability to accomplish the goal. If there are other contributors, they can develop supporting goals/actions to create cross-collaboration.

Priority: Select the level of importance for this planning period.

Cost: Estimate a hard cost if the goal has resource requirements above your existing budget.

Measure: All effective goals/actions are measurable. If you can't think of a quantitative measure, use the "cheater" measure of "% complete."

Target: The target is the numeric value associated with your measure. So if your measure is % complete, your target is 100%. This field only accepts numeric values.

Function: The function is a setting that is used to calculate your target each month on your spreadsheet (in execution).

- Sum: Add up each month.
- Average: Take an average of the months.
- Highest Number: The biggest number entered.
- Lowest Number: The lowest number entered.

Start Date: Make sure to enter the full date - 01/01/2011

End Date: Make sure to enter the full date - 01/01/2011

Recurrence Pattern: If your goal/action has a pattern, select the frequency. Most goals are ongoing for the period you set with the start/end dates.

Duration of Task: If you selected a frequency, set the number of days. If you selected ongoing, leave blank.

OK **Cancel**

1.1.2.2 Identify school districts and superintendents. (Black Bear District) (Jun 30 2013)

REPORTS SUMMARY

More reports are available. As councils gain experience in using the MyCouncilPlan system, they are encouraged to take a look and incorporate other reports into their meetings as desired. See the MyCouncilPlan website for more information.

MEETINGS

This section provides guidance on when to use the reports. A strategic plan is of no value if it is just sitting on the bookshelf or inside a computer not being used. Council meetings can vary, and the following guidelines are just guidelines. Adopt the structure and then make changes that make sense. Most councils follow a monthly meeting structure at the board and committee levels. This section shows how to use the existing council meetings to successfully manage a strategic plan.

More information on executing a strategic plan is available through the BSA's Council Strategic Planning website and these videos by M3Planning on the Secret to Strategic Implementation

<http://www.youtube.com/watch?v=ndCexCPLNdA>, and how to Communicate Your Strategy

<http://www.youtube.com/watch?v=9XXmT5Bms6k>

LOCAL COUNCIL WEEKLY AND MONTHLY STATUS MEETINGS: GUIDELINES AND DRAFT AGENDA

KEY POINTS BETWEEN OPERATIONAL STATUS AND STRATEGIC MEETINGS

Strategy Review Meetings	Operational Review Meetings
<ul style="list-style-type: none">• Monthly• Are we working on the right stuff?• Waypoint level: "Highways in the sky"• Council-level conversation about "what" we are working on• Review of KPIs: Are we moving the needle?• Deep dive into one or two council goals and discuss strategic issues• Take action and adapt the plan• Council/strategic topic deep dive• Can be conducted at executive board meetings	<ul style="list-style-type: none">• Weekly/monthly• What are we working on?• Runway level: "Coming in for landing"• Keep everyone in the loop on "how" your projects are going• High-level updates: Are we on target?• Escalating issues that require management involvement• Individual report outs• Can be conducted at district and council committee meetings monthly• Can be conducted at weekly staff meetings

MONTHLY STRATEGY REVIEW MEETINGS: PURPOSE

The monthly strategy review meeting is the heartbeat of the strategy management process. In order for a plan to be an effective management tool, it must be up to date, guide decision making, and be top of mind. Consistent review and monitoring of the plan is necessary so you know if you are on or off course and can modify the direction if necessary.

Required Attendees: Local council board

Date, Time, Frequency: Once a month, 1 hr

Input to Meetings: MyCouncilPlan updated with only relevant comments that week

Individual Handouts for Meeting: Council VPs or Professionals: Committee Action Plans (Weekly)
Individual Contributors: Individual Action Plans (Weekly)

MONTHLY STRATEGY REVIEW AGENDA – 1 HR

SE

40 mins

COUNCIL PERFORMANCE REVIEW BY GOAL

- Overall council performance: KPI Movers— what positive progress has been made since last month? Why? KPI Anchors—where has the council lost ground? Why?
- Review of council goals and progress: Selected by Scout executive; deep dive into committee goals/actions that align with the selected council goals to discuss issues/concerns/modifications

Report: JTE Dashboard, Executive Summary with Progress

Strategic Topic Leader

15 mins

STRATEGIC ISSUE (A TOPIC THAT HAS EMERGED THAT NEEDS DIALOGUE AND THEN A DISCUSSION BY THE GROUP)

- Use discussion model if necessary.
 - Brief the strategic issue (qualifications: across committees, long-term, potential to have significant impact on overall performance, something this group can solve).
 - Ask clarifying questions based on briefing.
 - Determine recommendations or solutions and next steps.
-

SE

5 mins

WRAP-UP

- Summarize decisions and actions.
 - Clarify potential strategic topics for the next meeting.
-

WEEKLY STATUS MEETINGS: PURPOSE

The purpose of the status meeting is to keep others informed of relevant progress, concerns, and challenges. The status meeting is a weekly 2-minute briefing of the individual status. The status is Green when ongoing efforts are on track and there is nothing significant or relevant to report. Projects with Yellow or Red status should always include relevant information related to the challenges being faced. Items for escalation are specific items that require oversight and/or involvement.

Required Attendees: Head of each council committee

Date, Time, Frequency: Once a week, 1 hr

Input to Meetings: MyCouncilPlan updated with all your goal statuses

Individual Handouts for Meeting: Plan Administrator: Full Plan with Progress – for all (Monthly)
Committee Chairs/Individuals: Action Plans (Weekly)

WEEKLY STATUS MEETING AGENDA – 1 HR

SE

5 mins

KICKOFF AND ANNOUNCEMENTS

Round-Robin

40 mins

WEEKLY STATUS REPORT OUT (2 MINS PER PERSON)

Topic Leader

15 mins

WALK-ON AGENDA ITEMS

- Topics/issues/brainstorms that are for the good of all
-

Task Force Leader

15 mins

TASK FORCE BREAKOUT – TIME PERMITTING

MEETING GUIDELINES

1. **Brief the issue or topic.** What is the problem you are trying to solve? Provide background information and data (if available) to thoroughly explain the issue (issue owner/presenter only).
2. **Ask clarifying questions.** Open up the floor for the rest of the group to ask clarifying questions, getting after the whys. Stay out of solutions once everyone is clear on the issue.
3. **Move to solutions.** Round-robin and suggest solutions. Everyone provides a solution even if one does not come to mind immediately.
4. **Take action.** After all the solutions are proposed, the group decides the best course of action, ownership, and next steps.

CALENDAR: MONTHLY COUNCIL REVIEWS (MEETING KEY)

	WEEKLY STATUS MEETINGS	COUNCIL COMMITTEE MEETING	COUNCIL STRATEGY REVIEW MEETING	ALL HANDS MEETING
SCOUT EXECUTIVE	Date: Once a week Time Report: District/Committee Action Plan Reports		Date: Once a month Time Report: Council Executive Summary w/Progress and JTE Dashboard	Date: Quarterly/Biannually Time Report: No report required
COUNCIL BOARD			Date: Once a month Time Report: Council Executive Summary w/Status and JTE Dashboard	Date: Quarterly/Biannually Time Report: No report required
COMMITTEE VPs		Date: Once a month Time Report: Committee Action Plan Report	Date: Once a month Time Report: Council Executive Summary w/Status and JTE Dashboard	Date: Quarterly/Biannually Time Report: No report required
PROFESSIONAL STAFF	Date: Once a week Time Report: District/Committee Action Plan Reports	Date: Once a month Time Report: Committee Action Plan Report	Date: Once a month Time Report: Council Executive Summary w/Status and JTE Dashboard	Date: Quarterly/Biannually Time Report: No report required

CALENDAR: EXAMPLE



Weekly Status Meetings
MCP Action Plan



Council Committee Meetings
MCP Action Plan



Council Strategy Review Meetings
MCP Exec. Summary



Council Townhall

MONDAY	TUESDAY	WEDNESDAY	THURSDAY Council Committee Meetings	FRIDAY
	1	2	3	4
7 Weekly Status Review – Staff Meetings	8	9	10	11
14 Weekly Status Review – Staff Meetings	15	16	17	18 Council Strategy Review - Executive Board Meeting
21 Weekly Status Review – Staff Meetings	22	23	24 All Hands Meeting/Town Hall (Quarterly)	25
28	29	30	31	

Appendix E1 - BSA Practice Plan














CMS Goals as Of January 23, 2012





















Executive Summary (with Progress) Prepared by M3 Planning

CMS GOALS - PROGRESS AT-A-GLANCE

Council Goals	Measure	Target	YTD	Status
1.1 Incorporate patriotic ceremonies, gratitude, and the Scouting promises, oaths, laws, and codes into every meeting and event.	% complete	100%	100 %	
1.2 Expand the average Cub Scout outdoor experience from one to five days a year.	% complete	100%	30 %	
1.3 Establish the Merit Badge Counselor program as a true mentoring experience for youth.	% complete	100%	25 %	
1.4 Establish the Scout Parents program to better integrate parents into unit Scouting programs.	% complete	100%	5 %	
1.5 Establish exciting and challenging Varsity Scout and Venturing high-adventure experiences and expand the Varsity Scout and Venturing advancement programs through quarterly district and council events. Provide distinct recognition opportunities for these youth on a District, Sub-District or unit level at least semi-annually	% complete	100%	0%	-100%
1.6 Increase training by enabling the orientation of den, patrol, squad, and crew leadership to be practiced at unit, district, and council events. Provide advanced leadership training opportunities to every youth within the council. Increase the number of youth trained by 2% per year.	% complete	100%	0%	-100%
1.7 (JTE 11) - Foster the Good Turn in each unit through meaningful community partnerships. Increase the amount of community service of Scouts, leaders, and other participants to an average hours per youth member, or 1 hour per youth member plus .2 hrs. growth for the year.	% complete	100%	5 %	
2.1 Boy Scout Advancement: Increase the percentage of Boy Scouts earning rank advancements.	% complete	100%	0%	-100%
2.2 Cub Scout Advancement: Increase the percentage of rank advancements to meet BSA National standards.	% complete	100%	0%	-100%
3.1 Increase basic training opportunities for direct contact leaders by improving communication about on-line training and providing 4 more weekend training sessions in 2011.	% complete	100%	0 %	
3.2 Increase unit retention through improved recharter and registration	% complete	100%	0 %	

processes.				
3.3 Conduct annual Webelos to Scout Transition Programs.	% complete	100%	0 %	
3.4 Recruit 3 new unit commissioners in 2011.	% complete	100%	0 %	
4.1 Develop relationship with school superintendents in order to improve access to the area schools.	% complete	100%	0 %	
5.1 Council/District: Increase market share by 2% (Cub Scouts, Boy Scouts, Varsity Scouts, Venturers and Explorers)	% growth	2%	15 %	
5.2 Council/Districts: Leverage strategic alliances in the community to increase opportunities to join by starting new units.	% complete	100%	0 %	
5.3 Contact all faith based organizations in the council that currently do not sponsor a BSA unit for their support in becoming a chartered sponsor.	% complete	100%	0 %	
6.1 Goal 1	% complete	100%	50 %	
7.1 Increase the # of Youth Serving Executives by one in 2011. (2010 Baseline: 5 Unit Serving Executives)	Number of Executives	1		-1
7.2 Increase the number of unit commissioners to 71 by 2013. (2010 Baseline: 36)	Number of commissioners	35	5 %	
7.3 Increase the number of unit visitations to at least 3 annually. (2010 baseline 0)	Number of visits	3	75 %	
8.1 Recruit 1 ACC and 1 ADC for LDS Units (2010 Baseline: 0)	Number of Specialized Commissioners.	2	0 %	
8.2 Recruit 1 ACC and 1 ADC for Venturing Units (2010 Baseline: 0)	Number of Specialized Commissioners	2	0 %	
8.3 Recruit 1 ACC and 1 ADC for Exploring Units (2010 Baseline: 0)	Number of Specialized Commissioners	2	10 %	
9.1 Recruit a Council Public Relations Committee.			0 %	

9.2 Recruit a Council Public Relations Committee.	% complete	100%	0 %	
10.1 Grow our revenues in camping, activities and product sales to diversify our funding revenues by 65%.	% of growth	65%	55%	-10%
10.2 Grow our revenues in camping, activities and product sales to diversify our funding revenues.				0
10.3 Grow our revenues in camping, activities and product sales to diversify our funding revenues.	% complete	100%	0 %	
11.1 Establish an active endowment committee.	% complete	100%	0 %	
11.2 Establish annual endowment goals to meet 2014 objective.	% complete	100%	0 %	
11.3 Conduct feasibility study for Major Gifts Campaign to evaluate climate for capital and endowment gifts.	% complete	100%	0 %	
11.4 Develop heightened awareness of planned giving opportunities through promotion, research, and targeting financial professionals.	% complete	100%	0 %	
12.1 Identify and secure sustainable new funding sources to ensure quality program delivery throughout the Council.	% complete	100	0 %	
12.2 Build our council's endowment funds to realize significant earnings for our annual operating budgets.	% complete	100	0 %	
13.1 Create Development Plan to best maximize council fundraising strategies.	% complete	100%	0 %	
13.2 Grow Friends of Scouting campaign to generate 25% of annual operating budget. Current baseline is 18%.	25% of Annual Operating Budget	25%	0 %	
13.3 Develop consistent funding source for council Scoutreach programs through grants, foundations, and community and corporate partnerships.	% complete	100%	0 %	
14.1 Boost volunteering by building and expanding relationships with our alumni.	% complete	100%	0 %	

15.1 Ensure a quality program experience for every young person by increasing the number of registered volunteers at the unit, district, and council level to meet or exceed the national average.	% complete	100%	0 %	
15.2 Volunteers at every level: unit, district, and Executive Board should reflect the demographics of the communities served. Demographic data will be utilized to determine annually where opportunities for improvement exist.	% complete	100	0 %	
15.3 The Executive Board Self-Assessment Tool will be conducted annually in August as a precursor for the Council Nominating Committee to strategically identify and recruit the best talent for the executive board ensuring representation from all communities, industries, and skill sets.	% complete	100%	0 %	
15.4 An analysis of the current district structure will be evaluated by a task force in 2011 to determine whether adequate resource distribution exists throughout all communities served with the goal of ensuring that every registered young person, regardless of zip code or district designation, has access to a first class program experience.			0 %	
15.5 To better resource the priorities of the Council and the Strategic Plan objectives, the council will seek to evaluate the addition of a Camping or Program Director, an additional Finance Director, and will conduct an analysis of the current and future needs as it relates to the support staff in 2012.	% complete	100%	0 %	
15.6 An analysis of the current district structure will be evaluated by a task force in 2011 to determine whether adequate resource distribution exists throughout all communities served with the goal of ensuring that every registered young person, regardless of zip code or district designation, has access to a first class program experience.	% complete	100%	0 %	

CMS GOALS - DETAIL

PROGRAMS / MEMBERSHIP STRATEGIC OBJECTIVES & COUNCIL GOALS

1 Program - Boys need Scouting to build character, foster citizenship, and to develop fitness. The methods for accomplishing these aims include: the ideals of the Scout Oath and Law, small-group activities, outdoor experience, advancement and recognition, associations with adults, personal growth, leadership development, service to others and a uniform. The following major initiative will be implemented. Completion will be adjudged by the Sector Key 3 of each Sector at the end of each year.

1.1 Incorporate patriotic ceremonies, gratitude, and the Scouting promises, oaths, laws, and codes into every meeting and event. (Membership Focus Area Chair) (12/31/12)

Measure: %
complete

Target: 100%

YTD: 100
%



Comments on Status: 8/1/2011 - E-mail sent to unit leaders explaining the purpose and requirements for all ceremonies and meetings. Commissioners to follow up during unit visitations.

1.2 Expand the average Cub Scout outdoor experience from one to five days a year. (Program Focus Area Chair) (12/31/12)

Measure: %
complete

Target: 100%

YTD: 30
%



Comments on Status: 8/12/11 - Planning started. Committee to meet on Aug 17 to approve schedule and make final assignments.

1.3 Establish the Merit Badge Counselor program as a true mentoring experience for youth. (Program Focus Area Chair) (12/31/12)

Measure: %
complete

Target: 100%

YTD: 25
%



1.4 Establish the Scout Parents program to better integrate parents into unit Scouting programs. (Unit Service Focus Area Chair) (12/31/13)

Measure: %
complete

Target: 100%

YTD: 5 %



1.5 Establish exciting and challenging Varsity Scout and Venturing high-adventure experiences and expand the Varsity Scout and Venturing advancement programs through quarterly district and council events. Provide distinct recognition opportunities for these youth on a District, Sub-District or unit level at least semi-annually (Program Focus Area Chair) (12/31/13)

Measure: %
complete

Target: 100%

YTD: 0%

-100%

1.6 Increase training by enabling the orientation of den, patrol, squad, and crew leadership to be practiced at unit, district, and council events. Provide advanced leadership training opportunities to every youth within the council. Increase the number of youth trained by 2% per year. (Leadership and Governance Focus Area Chair) (12/31/13)

Measure: %
complete

Target: 100%

YTD: 0%

-100%

Comments on Status: 8/12/2011 - recruiting of committee members taking longer than anticipated. Expect to start work in October.

1.7 (JTE 11) - Foster the Good Turn in each unit through meaningful community partnerships. Increase the amount of community service of Scouts, leaders, and other participants to an average hours per youth member, or 1 hour per youth member plus .2 hrs. growth for the year. ((Program Focus Area Chair) (12/31/13)

Measure: %
complete

Target: 100%

YTD: 5 %



2 Program - Improve advancement in scouting.

2.1 Boy Scout Advancement: Increase the percentage of Boy Scouts earning rank advancements. (Program Focus Area Chair) (12/31/12)

Measure: %
complete

Target: 100%

YTD: 0%

-100%

Department and Team Member Goals	Start Date, End Date	Target, Measure	YTD	Status
2.1.1 Ensure innovative program delivery at patrol, troop, district, and council level to achieve rank advancement by 65% of Boy Scouts. (Program Focus Area Chair) <i>Comments on Status: 1/7/12 Just returned from vacation. Work to resume 1/14/21. - JK 8/12/11 - Waiting on committee chair to return from vacation.</i>	01/01/11, 12/31/12	100% % complete	15 %	
2.1.2 Provide effective training for Boy Scout leaders focused on improved program delivery through use of the patrol method. (Program Focus Area Chair)	01/01/11, 12/31/12	100% % complete	20 %	
2.1.3 District executives and/or district commissioners will visit every unit twice a year to work with units on improving advancement. (Program Focus Area Chair)	01/01/11, 12/31/12	100% % complete	0 %	

2.2 Cub Scout Advancement: Increase the percentage of rank advancements to meet BSA National standards. (Program Focus Area Chair) (12/31/13)


Measure: %
complete

Target: 100%





YTD: 0%

-100%


Department and Team Member Goals	Start Date, End Date	Target, Measure	YTD	Status
2.2.1 Ensure innovative program delivery at the den, pack, district, and council level to achieve rank advancement by 75% of Cub Scouts. (Program Focus Area Chair)	01/01/11, 12/31/13	75% % Advanced	0 %	
2.2.2 Develop structured relationships between packs and troops to facilitate den chief programs in each pack. (Program Focus Area Chair)	01/01/11, 12/31/12	100% % complete	0 %	


2.2.3 Provide effective, hands on training and activities for Cub Scout leaders and parents focused on unit program improvement. (Program Focus Area Chair)	01/01/11, 12/31/13	100% % complete	0 %	
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3 Membership - Increase Rate of Retention in all areas of Scouting.




3.1 Increase basic training opportunities for direct contact leaders by improving communication about on-line training and providing 4 more weekend training sessions in 2011. (Program Focus Area Chair) (12/31/11)	Measure: % complete	Target: 100%	YTD: 0 %	
3.2 Increase unit retention through improved recharter and registration processes. (Program Focus Area Chair) (12/31/12)	Measure: % complete	Target: 100%	YTD: 0 %	
3.3 Conduct annual Webelos to Scout Transition Programs. (Program Focus Area Chair) (12/31/11)	Measure: % complete	Target: 100%	YTD: 0 %	
3.4 Recruit 3 new unit commissioners in 2011. (Program Focus Area Chair) (12/31/11)	Measure: % complete	Target: 100%	YTD: 0 %	

4 Membership - Increase the number of registered youth (Cub Scouts, Boy Scouts, Venturers and Explorers).



4.1 Develop relationship with school superintendents in order to improve access to the area schools. (Membership Focus Area Chair) (01/27/12)	Measure: % complete	Target: 100%	YTD: 0 %	
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Department and Team Member Goals	Start Date, End Date	Target, Measure	YTD	Status
4.1.1 Develop strong recruiting plan for every elementary school in the district. (Membership Focus Area Chair)	04/04/11, 06/08/12	100% % complete	10 %	




5 Membership - Serve a meaningful density of available youth by increasing market share to serve 20% by 2015.

5.1 Council/District: Increase market share by 2% (Cub Scouts, Boy Scouts, Varsity Scouts, Venturers and Explorers) (Membership Focus Area Chair) (12/31/11)	Measure: % growth	Target: 2%	YTD: 15 %	
5.2 Council/Districts: Leverage strategic alliances in the community to increase opportunities to join by starting new units. (Unit Service Focus Area Chair) (12/31/12)	Measure: % complete	Target: 100%	YTD: 0 %	
5.3 Contact all faith based organizations in the council that currently do not sponsor a BSA unit for their support in becoming a chartered sponsor. (Unit Service Focus Area Chair) (12/31/12)	Measure: % complete	Target: 100%	YTD: 0 %	



7 Unit Service - Improve support to the council's units by increasing the number of youth serving leaders and their participation in unit activities.


7.1 Increase the # of Youth Serving Executives by one in 2011. (2010 Baseline: 5 Unit Serving Executives) (Unit Service Focus Area Chair) (12/31/11)	Measure: Number of Executives	Target: 1	YTD: -1	
7.2 Increase the number of unit commissioners to 71 by 2013. (2010 Baseline: 36) (Unit Service Focus Area Chair) (12/31/13)	Measure: Number of commissioners	Target: 35	YTD: 5 %	
7.3 Increase the number of unit visitations to at least 3 annually. (2010 baseline 0) (Unit Service Focus Area Chair) (12/31/11)	Measure: Number of visits	Target: 3	YTD: 75 %	


8 Recruit Specialized Assistant Council & District Commissioners. (Baseline 2010: 0)

8.1 Recruit 1 ACC and 1 ADC for LDS Units (2010 Baseline: 0) (Unit Service Focus Area Chair) (10/15/12)	Measure: Number of Specialized Commissioners.	Target: 2	YTD: 0 %	
8.2 Recruit 1 ACC and 1 ADC for Venturing Units (2010 Baseline: 0) (Unit Service Focus Area Chair) (12/31/11)	Measure: Number of Specialized Commissioners	Target: 2	YTD: 0 %	
8.3 Recruit 1 ACC and 1 ADC for Exploring Units (2010 Baseline: 0) (Unit Service Focus Area Chair) (03/15/12)	Measure: Number of Specialized Commissioners	Target: 2	YTD: 10 %	

9 Marketing - Improve Public Relations through positive exposure in the local media.

9.1 Recruit a Council Public Relations Committee. (Leadership and Governance Focus Area Chair)	Measure:	Target:	YTD: 0 %	
9.2 Recruit a Council Public Relations Committee. (Leadership and Governance Focus Area Chair) (12/31/11)	Measure: % complete	Target: 100%	YTD: 0 %	

Department and Team Member Goals	Start Date, End Date	Target, Measure	YTD	Status
9.2.1 Implement a Marketing Strategy targeting parents in key	01/01/11,	100%	0 %	

neighborhoods. (Leadership and Governance Focus Area Chair)	04/01/11	% complete		
9.2.2 Develop and Implement a communication plan with key donors and chartered partners. (Leadership and Governance Focus Area Chair)	02/01/12, 06/01/12	100% % complete	0 %	

FINANCE STRATEGIC OBJECTIVES & COUNCIL GOALS

10 Fiscal Management: The Council's membership driven revenue sources provide adequate support to the overall finances.

10.1 Grow our revenues in camping, activities and product sales to diversify our funding revenues by 65%. (Camping Committee Chair) (12/31/11)


Measure: %
of growth

Target: 65%

YTD:
55%

-10%

Comments on Status: 10/24/11 - The Black Bear District provided the most activities to raise the bar.

Department and Team Member Goals	Start Date, End Date	Target, Measure	YTD	Status
10.1.1 Provide camping activities to 250 youth. (2012 - 275; 2013 - 300) (Camping Committee Chair) <i>Comments on Status: 10/24/11 - added 25 new activities to attract youth. 09/23/11 - in process of adding 15 new activities.</i>	01/01/11, 12/31/11	250 # of youth attending	80 %	

10.2 Grow our revenues in camping, activities and product sales to diversify our funding revenues. (Finance Focus Area Chair)

Measure:

Target:

YTD:

0


10.3 Grow our revenues in camping, activities and product sales to diversify our funding revenues. (Finance Focus Area Chair) (12/31/11)

Measure: %
complete

Target: 100%

YTD: 0 %



Department and Team Member Goals	Start Date, End Date	Target, Measure	YTD	Status
10.3.1 Establish a sub-committee to develop a list of diverse fund raising opportunities. (Finance Focus Area Chair)	04/11/11, 12/31/11	100% % complete	0 %	

11 Endowment: Council endowment contributes significantly to council operations and capital maintenance funding is ensured to protect council assets. Therefore, the council's objective is to double the permanent endowment by 2014.




11.1 Establish an active endowment committee. (Finance Focus Area Chair) (08/30/11)

Measure: %
complete



Target: 100%

YTD: 0 %






11.2 Establish annual endowment goals to meet 2014 objective. (Finance Focus Area Chair) (12/31/11)	Measure: % complete	Target: 100%	YTD: 0 %	
11.3 Conduct feasibility study for Major Gifts Campaign to evaluate climate for capital and endowment gifts. (Finance Focus Area Chair) (10/01/11)	Measure: % complete	Target: 100%	YTD: 0 %	
11.4 Develop heightened awareness of planned giving opportunities through promotion, research, and targeting financial professionals. (Finance Focus Area Chair) (12/31/11)	Measure: % complete	Target: 100%	YTD: 0 %	

12 Fiscal Management: The Council's Fundraising and Endowment programs are effective and provide adequate financial resources to the organization's programs and operations.

12.1 Identify and secure sustainable new funding sources to ensure quality program delivery throughout the Council. (Finance Focus Area Chair) (12/31/13)	Measure: % complete	Target: 100	YTD: 0 %	
12.2 Build our council's endowment funds to realize significant earnings for our annual operating budgets. (Finance Focus Area Chair) (12/31/13)	Measure: % complete	Target: 100	YTD: 0 %	

13 Fundraising: Financial sustainability is achieved through strategic development from renewable funding sources.

13.1 Create Development Plan to best maximize council fundraising strategies. (Finance Focus Area Chair) (12/31/12)	Measure: % complete	Target: 100%	YTD: 0 %	
13.2 Grow Friends of Scouting campaign to generate 25% of annual operating budget. Current baseline is 18%. (Finance Focus Area Chair) (12/31/12)	Measure: 25% of Annual Operating Budget	Target: 25%	YTD: 0 %	
13.3 Develop consistent funding source for council Scoutreach programs through grants, foundations, and community and corporate partnerships. (Finance Focus Area Chair) (12/31/13)	Measure: % complete	Target: 100%	YTD: 0 %	

14 Leadership and Governance - The Council's Executive Board and Executive Committee will model leadership excellence in their active governance, resourceful commitment, and visionary guidance.

14.1 Boost volunteering by building and expanding relationships with our alumni. (Leadership and Governance Focus Area Chair) (12/01/11)

Measure: %
complete

Target: 100%

YTD: 0 %

**15 Leadership and Governance - Council will attract, recruit, develop, and retain talented individuals who provide excellent professional, support and volunteer leadership and management to Scouting programs council-wide. (JTE 15, 16, 17)**

15.1 Ensure a quality program experience for every young person by increasing the number of registered volunteers at the unit, district, and council level to meet or exceed the national average. (Leadership and Governance Focus Area Chair) (12/31/14)

Measure: %
complete

Target: 100%

YTD: 0 %



15.2 Volunteers at every level: unit, district, and Executive Board should reflect the demographics of the communities served. Demographic data will be utilized to determine annually where opportunities for improvement exist. (Leadership and Governance Focus Area Chair) (12/31/13)

Measure: %
complete

Target: 100

YTD: 0 %



15.3 The Executive Board Self-Assessment Tool will be conducted annually in August as a precursor for the Council Nominating Committee to strategically identify and recruit the best talent for the executive board ensuring representation from all communities, industries, and skill sets. (Leadership and Governance Focus Area Chair) (12/31/14)

Measure: %
complete

Target: 100%

YTD: 0 %



15.4 An analysis of the current district structure will be evaluated by a task force in 2011 to determine whether adequate resource distribution exists throughout all communities served with the goal of ensuring that every registered young person, regardless of zip code or district designation, has access to a first class program experience. (Leadership and Governance Focus Area Chair)

Measure:

Target:

YTD: 0 %



15.5 To better resource the priorities of the Council and the Strategic Plan objectives, the council will seek to evaluate the addition of a Camping or Program Director, an additional Finance Director, and will conduct an analysis of the current and future needs as it relates to the support staff in 2012. (Leadership and Governance Focus Area Chair) (12/31/11)

Measure: %
complete

Target: 100%

YTD: 0 %



15.6 An analysis of the current district structure will be evaluated by a task force in 2011 to determine whether adequate resource distribution exists throughout all communities served with the goal of ensuring that every registered young person, regardless of zip code or district designation, has access to a first class program experience. (Leadership and Governance Focus Area Chair) (11/01/11)

Measure: %
complete

Target: 100%

YTD: 0 %



Appendix E2 - BSA Practice Plan

CMS Goals as Of January 23, 2012



Full Strategic Plan (with Progress) Prepared by M3 Planning

MISSION STATEMENT

It is the mission of the Boy Scouts of America to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Scout Law.

VISION STATEMENT

The Boy Scouts of America will prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law.

CORE VALUES

Scout Oath and Scout Law.

COMPETITIVE ADVANTAGES

Uniquely positioned to meet the needs of today's youth through a full range of value based development, activities, and outdoor adventures throughout the region.

Strong camp assets

Trained leaders

Strong diverse programming

A perpetual program focused on morals and character development

Youth leadership development

Providing opportunities to youth from at-risk environments

Service to communities

Low cost - high value programs

More than 100 years of service to the youth of the area

A network of National resources and High Adventure programs to support local youth

Large Alumni Base

Council's engaged Board of Directors

Among the largest youth serving organizations in the region














Financially stable

ORGANIZATION-WIDE STRATEGIES







1. Develop and implement a plan to grow Scouting in our underserved populations with a special emphasis on the Hispanic community.
2. Develop and implement a plan to grow the traditional Cub Scout program with a special emphasis on new, quality units in every neighborhood and community in the council.
3. Ensure that unit, district, and council programs are of the highest quality.

CMS GOALS - PROGRESS AT-A-GLANCE

Council Goals	Measure	Target	YTD	Status
1.1 Incorporate patriotic ceremonies, gratitude, and the Scouting promises, oaths, laws, and codes into every meeting and event.	% complete	100%	100 %	
1.2 Expand the average Cub Scout outdoor experience from one to five days a year.	% complete	100%	30 %	
1.3 Establish the Merit Badge Counselor program as a true mentoring experience for youth.	% complete	100%	25 %	
1.4 Establish the Scout Parents program to better integrate parents into unit Scouting programs.	% complete	100%	5 %	
1.5 Establish exciting and challenging Varsity Scout and Venturing high-adventure experiences and expand the Varsity Scout and Venturing advancement programs through quarterly district and council events. Provide distinct recognition opportunities for these youth on a District, Sub-District or unit level at least semi-annually	% complete	100%	0%	-100%
1.6 Increase training by enabling the orientation of den, patrol, squad, and crew leadership to be practiced at unit, district, and council events. Provide advanced leadership training opportunities to every youth within the council. Increase the number of youth trained by 2% per year.	% complete	100%	0%	-100%
1.7 (JTE 11) - Foster the Good Turn in each unit through meaningful community partnerships. Increase the amount of community service of Scouts, leaders, and other participants to an average hours per youth member, or 1 hour per youth member plus .2 hrs. growth for the year.	% complete	100%	5 %	
2.1 Boy Scout Advancement: Increase the percentage of Boy Scouts earning rank advancements.	% complete	100%	0%	-100%
2.2 Cub Scout Advancement: Increase the percentage of rank advancements to meet BSA National standards.	% complete	100%	0%	-100%
3.1 Increase basic training opportunities for direct contact leaders by improving communication about on-line training and providing 4 more weekend training sessions in 2011.	% complete	100%	0 %	

3.2 Increase unit retention through improved recharter and registration processes.	% complete	100%	0 %	
3.3 Conduct annual Webelos to Scout Transition Programs.	% complete	100%	0 %	
3.4 Recruit 3 new unit commissioners in 2011.	% complete	100%	0 %	
4.1 Develop relationship with school superintendents in order to improve access to the area schools.	% complete	100%	0 %	
5.1 Council/District: Increase market share by 2% (Cub Scouts, Boy Scouts, Varsity Scouts, Venturers and Explorers)	% growth	2%	15 %	
5.2 Council/Districts: Leverage strategic alliances in the community to increase opportunities to join by starting new units.	% complete	100%	0 %	
5.3 Contact all faith based organizations in the council that currently do not sponsor a BSA unit for their support in becoming a chartered sponsor.	% complete	100%	0 %	
6.1 Goal 1	% complete	100%	50 %	
7.1 Increase the # of Youth Serving Executives by one in 2011. (2010 Baseline: 5 Unit Serving Executives)	Number of Executives	1		-1
7.2 Increase the number of unit commissioners to 71 by 2013. (2010 Baseline: 36)	Number of commissioners	35	5 %	
7.3 Increase the number of unit visitations to at least 3 annually. (2010 baseline 0)	Number of visits	3	75 %	
8.1 Recruit 1 ACC and 1 ADC for LDS Units (2010 Baseline: 0)	Number of Specialized Commissioners.	2	0 %	
8.2 Recruit 1 ACC and 1 ADC for Venturing Units (2010 Baseline: 0)	Number of Specialized Commissioners	2	0 %	
8.3 Recruit 1 ACC and 1 ADC for Exploring Units (2010 Baseline: 0)	Number of Specialized Commissioners	2	10 %	

9.1 Recruit a Council Public Relations Committee.			0 %	
9.2 Recruit a Council Public Relations Committee.	% complete	100%	0 %	
10.1 Grow our revenues in camping, activities and product sales to diversify our funding revenues by 65%.	% of growth	65%	55%	-10%
10.2 Grow our revenues in camping, activities and product sales to diversify our funding revenues.				0
10.3 Grow our revenues in camping, activities and product sales to diversify our funding revenues.	% complete	100%	0 %	
11.1 Establish an active endowment committee.	% complete	100%	0 %	
11.2 Establish annual endowment goals to meet 2014 objective.	% complete	100%	0 %	
11.3 Conduct feasibility study for Major Gifts Campaign to evaluate climate for capital and endowment gifts.	% complete	100%	0 %	
11.4 Develop heightened awareness of planned giving opportunities through promotion, research, and targeting financial professionals.	% complete	100%	0 %	
12.1 Identify and secure sustainable new funding sources to ensure quality program delivery throughout the Council.	% complete	100	0 %	
12.2 Build our council's endowment funds to realize significant earnings for our annual operating budgets.	% complete	100	0 %	
13.1 Create Development Plan to best maximize council fundraising strategies.	% complete	100%	0 %	
13.2 Grow Friends of Scouting campaign to generate 25% of annual operating budget. Current baseline is 18%.	25% of Annual Operating Budget	25%	0 %	
13.3 Develop consistent funding source for council Scoutreach programs through grants, foundations, and community and corporate partnerships.	% complete	100%	0 %	

14.1 Boost volunteering by building and expanding relationships with our alumni.	% complete	100%	0 %	
15.1 Ensure a quality program experience for every young person by increasing the number of registered volunteers at the unit, district, and council level to meet or exceed the national average.	% complete	100%	0 %	
15.2 Volunteers at every level: unit, district, and Executive Board should reflect the demographics of the communities served. Demographic data will be utilized to determine annually where opportunities for improvement exist.	% complete	100	0 %	
15.3 The Executive Board Self-Assessment Tool will be conducted annually in August as a precursor for the Council Nominating Committee to strategically identify and recruit the best talent for the executive board ensuring representation from all communities, industries, and skill sets.	% complete	100%	0 %	
15.4 An analysis of the current district structure will be evaluated by a task force in 2011 to determine whether adequate resource distribution exists throughout all communities served with the goal of ensuring that every registered young person, regardless of zip code or district designation, has access to a first class program experience.			0 %	
15.5 To better resource the priorities of the Council and the Strategic Plan objectives, the council will seek to evaluate the addition of a Camping or Program Director, an additional Finance Director, and will conduct an analysis of the current and future needs as it relates to the support staff in 2012.	% complete	100%	0 %	
15.6 An analysis of the current district structure will be evaluated by a task force in 2011 to determine whether adequate resource distribution exists throughout all communities served with the goal of ensuring that every registered young person, regardless of zip code or district designation, has access to a first class program experience.	% complete	100%	0 %	

CMS GOALS - DETAIL

PROGRAMS / MEMBERSHIP STRATEGIC OBJECTIVES & COUNCIL GOALS

1 Program - Boys need Scouting to build character, foster citizenship, and to develop fitness. The methods for accomplishing these aims include: the ideals of the Scout Oath and Law, small-group activities, outdoor experience, advancement and recognition, associations with adults, personal growth, leadership development, service to others and a uniform. The following major initiative will be implemented. Completion will be adjudged by the Sector Key 3 of each Sector at the end of each year.

1.1 Incorporate patriotic ceremonies, gratitude, and the Scouting promises, oaths, laws, and codes into every meeting and event. (Membership Focus Area Chair) (12/31/12)

Measure: %
complete

Target: 100%

YTD:
100 %



Comments on Status: 8/1/2011 - E-mail sent to unit leaders explaining the purpose and requirements for all ceremonies and meetings. Commissioners to follow up during unit visitations.

1.2 Expand the average Cub Scout outdoor experience from one to five days a year. (Program Focus Area Chair) (12/31/12)

Measure: %
complete

Target: 100%

YTD: 30
%



Comments on Status: 8/12/11 - Planning started. Committee to meet on Aug 17 to approve schedule and make final assignments.

1.3 Establish the Merit Badge Counselor program as a true mentoring experience for youth. (Program Focus Area Chair) (12/31/12)

Measure: %
complete

Target: 100%

YTD: 25
%



1.4 Establish the Scout Parents program to better integrate parents into unit Scouting programs. (Unit Service Focus Area Chair) (12/31/13)

Measure: %
complete

Target: 100%

YTD: 5
%



1.5 Establish exciting and challenging Varsity Scout and Venturing high-adventure experiences and expand the Varsity Scout and Venturing advancement programs through quarterly district and council events. Provide distinct recognition opportunities for these youth on a District, Sub-District or unit level at least semi-annually (Program Focus Area Chair) (12/31/13)

Measure: %
complete

Target: 100%

YTD: 0% -100%

1.6 Increase training by enabling the orientation of den, patrol, squad, and crew leadership to be practiced at unit, district, and council events. Provide advanced leadership training opportunities to every youth within the council. Increase the number of youth trained by 2% per year. (Leadership and Governance Focus Area Chair) (12/31/13)

Measure: %
complete

Target: 100%

YTD: 0% -100%

Comments on Status: 8/12/2011 - recruiting of committee members taking longer than anticipated. Expect to start work in October.

1.7 (JTE 11) - Foster the Good Turn in each unit through meaningful community partnerships. Increase the amount of community service of Scouts, leaders, and other participants to an average hours per youth member, or 1 hour per youth member plus .2 hrs. growth for the year. ((Program Focus Area Chair) (12/31/13)

Measure: %
complete

Target: 100%

YTD: 5
%



2 Program - Improve advancement in scouting.

2.1 Boy Scout Advancement: Increase the percentage of Boy Scouts earning rank advancements. (Program Focus Area Chair) (12/31/12)

Measure: %
complete

Target: 100%

YTD: 0%

-100%

Department and Team Member Goals	Start Date, End Date	Target Measure	YTD	Status
2.1.1 Ensure innovative program delivery at patrol, troop, district, and council level to achieve rank advancement by 65% of Boy Scouts. (Program Focus Area Chair) <i>Comments on Status: 1/7/12 Just returned from vacation. Work to resume 1/14/21. - JK 8/12/11 - Waiting on committee chair to return from vacation.</i>	01/01/11, 12/31/12	100% % complete	15 %	
2.1.2 Provide effective training for Boy Scout leaders focused on improved program delivery through use of the patrol method. (Program Focus Area Chair)	01/01/11, 12/31/12	100% % complete	20 %	
2.1.3 District executives and/or district commissioners will visit every unit twice a year to work with units on improving advancement. (Program Focus Area Chair)	01/01/11, 12/31/12	100% % complete	0 %	

2.2 Cub Scout Advancement: Increase the percentage of rank advancements to meet BSA National standards. (Program Focus Area Chair) (12/31/13)


Measure: %
complete

Target: 100%





YTD: 0%

-100%

Department and Team Member Goals	Start Date, End Date	Target Measure	YTD	Status
2.2.1 Ensure innovative program delivery at the den, pack, district, and council level to achieve rank advancement by 75% of Cub Scouts. (Program Focus Area Chair)	01/01/11, 12/31/13	75% % Advanced	0 %	
2.2.2 Develop structured relationships between packs and troops to facilitate den chief programs in each pack. (Program Focus Area Chair)	01/01/11, 12/31/12	100% % complete	0 %	





2.2.3 Provide effective, hands on training and activities for Cub Scout leaders and parents focused on unit program improvement. (Program Focus Area Chair)	01/01/11, 12/31/13	100% % complete	0 %	
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3 Membership - Increase Rate of Retention in all areas of Scouting.



3.1 Increase basic training opportunities for direct contact leaders by improving communication about on-line training and providing 4 more weekend training sessions in 2011. (Program Focus Area Chair) (12/31/11)	Measure: % complete	Target: 100%	YTD: 0 %	
3.2 Increase unit retention through improved recharter and registration processes. (Program Focus Area Chair) (12/31/12)	Measure: % complete	Target: 100%	YTD: 0 %	
3.3 Conduct annual Webelos to Scout Transition Programs. (Program Focus Area Chair) (12/31/11)	Measure: % complete	Target: 100%	YTD: 0 %	
3.4 Recruit 3 new unit commissioners in 2011. (Program Focus Area Chair) (12/31/11)	Measure: % complete	Target: 100%	YTD: 0 %	

4 Membership - Increase the number of registered youth (Cub Scouts, Boy Scouts, Venturers and Explorers).

4.1 Develop relationship with school superintendents in order to improve access to the area schools. (Membership Focus Area Chair) (01/27/12)	Measure: % complete	Target: 100%	YTD: 0 %	
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Department and Team Member Goals	Start Date, End Date	Target Measure	YTD	Status
4.1.1 Develop strong recruiting plan for every elementary school in the district. (Membership Focus Area Chair)	04/04/11, 06/08/12	100% % complete	10 %	
4.1.1.1 2011 - Hold a recruiting night at all 10 elementary schools in the Bob White district. (Ignacio Gonzalez)	09/12/11, 09/24/11	10 Number of schools	0 %	
4.1.1.2 2012 - Hold a recruiting night at all 5 elementary schools in the Owl district. (Jamie Shearer)	04/04/12, 06/08/12	5 Number of Schools	0 %	
4.1.1.3 2013 - Hold a recruiting night at all 6 elementary schools in the Lakeview district. (Myla Epley)	01/04/12, 06/08/12	6 Number of schools	0 %	

5 Membership - Serve a meaningful density of available youth by increasing market share to serve 20% by 2015.

5.1 Council/District: Increase market share by 2% (Cub Scouts, Boy Scouts, Varsity Scouts, Venturers and Explorers) (Membership Focus Area Chair) (12/31/11)	Measure: % growth	Target: 2%	YTD: 15 %	
5.2 Council/Districts: Leverage strategic alliances in the community to increase opportunities to join by starting new units. (Unit Service Focus Area Chair) (12/31/12)	Measure: % complete	Target: 100%	YTD: 0 %	

5.3 Contact all faith based organizations in the council that currently do not sponsor a BSA unit for their support in becoming a chartered sponsor. (Unit Service Focus Area Chair) (12/31/12)

Measure: % complete

Target: 100%

YTD: 0 %



UNIT SERVICE / MARKETING / ADMINISTRATION STRATEGIC OBJECTIVES & COUNCIL GOALS

7 Unit Service - Improve support to the council's units by increasing the number of youth serving leaders and their participation in unit activities.

7.1 Increase the # of Youth Serving Executives by one in 2011. (2010 Baseline: 5 Unit Serving Executives) (Unit Service Focus Area Chair) (12/31/11)

Measure: Number of Executives

Target: 1

YTD:

-1

7.2 Increase the number of unit commissioners to 71 by 2013. (2010 Baseline: 36) (Unit Service Focus Area Chair) (12/31/13)

Measure: Number of commissioners

Target: 35

YTD: 5 %



7.3 Increase the number of unit visitations to at least 3 annually. (2010 baseline 0) (Unit Service Focus Area Chair) (12/31/11)

Measure: Number of visits

Target: 3

YTD: 75 %



8 Recruit Specialized Assistant Council & District Commissioners. (Baseline 2010: 0)

8.1 Recruit 1 ACC and 1 ADC for LDS Units (2010 Baseline: 0) (Unit Service Focus Area Chair) (10/15/12)

Measure: Number of Specialized Commissioners.

Target: 2

YTD: 0 %



8.2 Recruit 1 ACC and 1 ADC for Venturing Units (2010 Baseline: 0) (Unit Service Focus Area Chair) (12/31/11)

Measure: Number of Specialized Commissioners

Target: 2

YTD: 0 %



8.3 Recruit 1 ACC and 1 ADC for Exploring Units (2010 Baseline: 0) (Unit Service Focus Area Chair) (03/15/12)

Measure: Number of Specialized Commissioners

Target: 2

YTD: 10 %



9 Marketing - Improve Public Relations through positive exposure in the local media.

9.1 Recruit a Council Public Relations Committee. (Leadership and Governance Focus Area Chair)

Measure:

Target:

YTD: 0 %



9.2 Recruit a Council Public Relations Committee. (Leadership and Governance Focus Area Chair) (12/31/11)

Measure: % complete

Target: 100%

YTD: 0 %



Department and Team Member Goals	Start Date, End Date	Target Measure	YTD	Status
9.2.1 Implement a Marketing Strategy targeting parents in key neighborhoods. (Leadership and Governance Focus Area Chair)	01/01/11, 04/01/11	100% % complete	0 %	
9.2.1.1 Create the required marketing materials. (Jamie Shearer)	06/01/11, 08/15/11	100 % complete	0 %	
9.2.2 Develop and Implement a communication plan with key donors and chartered partners. (Leadership and Governance Focus Area Chair)	02/01/12, 06/01/12	100% % complete	0 %	

FINANCE STRATEGIC OBJECTIVES & COUNCIL GOALS

10 Fiscal Management: The Council's membership driven revenue sources provide adequate support to the overall finances.

10.1 Grow our revenues in camping, activities and product sales to diversify our funding revenues by 65%. (Camping Committee Chair) (12/31/11)

Measure: % of growth

Target: 65%

YTD: 55%

-10%

Comments on Status: 10/24/11 - The Black Bear District provided the most activities to raise the bar.

Department and Team Member Goals	Start Date, End Date	Target Measure	YTD	Status
10.1.1 Provide camping activities to 250 youth. (2012 - 275; 2013 - 300) (Camping Committee Chair) <i>Comments on Status: 10/24/11 - added 25 new activities to attract youth. 09/23/11 - in process of adding 15 new activities.</i>	01/01/11, 12/31/11	250 # of youth attending	80 %	
10.1.1.1 Test - this is being pushed to a team member (Abc Smith) <i>Comments on Status: 10/24/11 - your message will sit here.</i>	03/31/11, 12/31/11	100% % complete	70 %	

10.2 Grow our revenues in camping, activities and product sales to diversify our funding revenues. (Finance Focus Area Chair)

Measure:

Target:

YTD:

0


10.3 Grow our revenues in camping, activities and product sales to diversify our funding revenues. (Finance Focus Area Chair) (12/31/11)

Measure: % complete





Target: 100%

YTD: 0 %





Department and Team Member Goals	Start Date, End Date	Target Measure	YTD	Status
10.3.1 Establish a sub-committee to develop a list of diverse fund raising opportunities. (Finance Focus Area Chair)	04/11/11, 12/31/11	100% % complete	0 %	



11 Endowment: Council endowment contributes significantly to council operations and capital maintenance funding is ensured to protect council assets. Therefore, the council's objective is to double the permanent endowment by 2014.

11.1 Establish an active endowment committee. (Finance Focus Area Chair) (08/30/11)	Measure: % complete	Target: 100%	YTD: 0 %	
11.2 Establish annual endowment goals to meet 2014 objective. (Finance Focus Area Chair) (12/31/11)	Measure: % complete	Target: 100%	YTD: 0 %	
11.3 Conduct feasibility study for Major Gifts Campaign to evaluate climate for capital and endowment gifts. (Finance Focus Area Chair) (10/01/11)	Measure: % complete	Target: 100%	YTD: 0 %	
11.4 Develop heightened awareness of planned giving opportunities through promotion, research, and targeting financial professionals. (Finance Focus Area Chair) (12/31/11)	Measure: % complete	Target: 100%	YTD: 0 %	

12 Fiscal Management: The Council's Fundraising and Endowment programs are effective and provide adequate financial resources to the organization's programs and operations.

12.1 Identify and secure sustainable new funding sources to ensure quality program delivery throughout the Council. (Finance Focus Area Chair) (12/31/13)	Measure: % complete	Target: 100	YTD: 0 %	
12.2 Build our council's endowment funds to realize significant earnings for our annual operating budgets. (Finance Focus Area Chair) (12/31/13)	Measure: % complete	Target: 100	YTD: 0 %	

13 Fundraising: Financial sustainability is achieved through strategic development from renewable funding sources.

13.1 Create Development Plan to best maximize council fundraising strategies. (Finance Focus Area Chair) (12/31/12)	Measure: % complete	Target: 100%	YTD: 0 %	
13.2 Grow Friends of Scouting campaign to generate 25% of annual operating budget. Current baseline is 18%. (Finance Focus Area Chair) (12/31/12)	Measure: 25% of Annual Operating Budget	Target: 25%	YTD: 0 %	

13.3 Develop consistent funding source for council Scoutreach programs through grants, foundations, and community and corporate partnerships. (Finance Focus Area Chair) (12/31/13)

Measure: % complete

Target: 100%

YTD: 0 %



14 Leadership and Governance - The Council's Executive Board and Executive Committee will model leadership excellence in their active governance, resourceful commitment, and visionary guidance.

14.1 Boost volunteering by building and expanding relationships with our alumni. (Leadership and Governance Focus Area Chair) (12/01/11)

Measure: %
complete

Target: 100%

YTD: 0
%

**15 Leadership and Governance - Council will attract, recruit, develop, and retain talented individuals who provide excellent professional, support and volunteer leadership and management to Scouting programs council-wide. (JTE 15, 16, 17)**

15.1 Ensure a quality program experience for every young person by increasing the number of registered volunteers at the unit, district, and council level to meet or exceed the national average. (Leadership and Governance Focus Area Chair) (12/31/14)

Measure: %
complete

Target: 100%

YTD: 0
%



15.2 Volunteers at every level: unit, district, and Executive Board should reflect the demographics of the communities served. Demographic data will be utilized to determine annually where opportunities for improvement exist. (Leadership and Governance Focus Area Chair) (12/31/13)

Measure: %
complete

Target: 100

YTD: 0
%



15.3 The Executive Board Self-Assessment Tool will be conducted annually in August as a precursor for the Council Nominating Committee to strategically identify and recruit the best talent for the executive board ensuring representation from all communities, industries, and skill sets. (Leadership and Governance Focus Area Chair) (12/31/14)

Measure: %
complete

Target: 100%

YTD: 0
%



15.4 An analysis of the current district structure will be evaluated by a task force in 2011 to determine whether adequate resource distribution exists throughout all communities served with the goal of ensuring that every registered young person, regardless of zip code or district designation, has access to a first class program experience. (Leadership and Governance Focus Area Chair)

Measure:

Target:

YTD: 0
%



15.5 To better resource the priorities of the Council and the Strategic Plan objectives, the council will seek to evaluate the addition of a Camping or Program Director, an additional Finance Director, and will conduct an analysis of the current and future needs as it relates to the support staff in 2012. (Leadership and Governance Focus Area Chair) (12/31/11)

Measure: %
complete

Target: 100%

YTD: 0
%



15.6 An analysis of the current district structure will be evaluated by a task force in 2011 to determine whether adequate resource distribution exists throughout all communities served with the goal of ensuring that every registered young person, regardless of zip code or district designation, has access to a first class program experience. (Leadership and Governance Focus Area Chair) (11/01/11)

Measure: %
complete

Target: 100%

YTD: 0
%



PLAN IMPLEMENTATION

The following are actions we will take to implement the strategic plan on an ongoing basis:

All board and committee meetings will include a review of strategic plan goals on a monthly basis.

Appendix E3 - CMS Goals

Finance Focus Area Chair: Action Plan

Date Revised: January 23, 2012

Priority	Strategic Objectives, Goals & Action Items	Who	Start Date, End Date	Target, Measure	% Complete YTD	Status
10 Fiscal Management: The Council's membership driven revenue sources provide adequate support to the overall finances.						
	10.2 Grow our revenues in camping, activities and product sales to diversify our funding revenues.	Finance Focus Area Chair				0
	10.3 Grow our revenues in camping, activities and product sales to diversify our funding revenues.	Finance Focus Area Chair	04/04/11, 12/31/11	100%, % complete	0 %	<div></div>
Normal	10.3.1 Establish a sub-committee to develop a list of diverse fund raising opportunities.	Finance Focus Area Chair	04/11/11, 12/31/11	100%, % complete	0 %	<div></div>
11 Endowment: Council endowment contributes significantly to council operations and capital maintenance funding is ensured to protect council assets. Therefore, the council's objective is to double the permanent endowment by 2014.						
	11.1 Establish an active endowment committee.	Finance Focus Area Chair	05/09/11, 08/30/11	100%, % complete	0 %	<div></div>
	11.2 Establish annual endowment goals to meet 2014 objective.	Finance Focus Area Chair	05/30/11, 12/31/11	100%, % complete	0 %	<div></div>
	11.3 Conduct feasibility study for Major Gifts Campaign to evaluate climate for capital and endowment gifts.	Finance Focus Area Chair	05/10/11, 10/01/11	100%, % complete	0 %	<div></div>
	11.4 Develop heightened awareness of planned giving opportunities through promotion, research, and targeting financial professionals.	Finance Focus Area Chair	07/11/11, 12/31/11	100%, % complete	0 %	<div></div>
12 Fiscal Management: The Council's Fundraising and Endowment programs are effective and provide adequate financial resources to the organization's programs and operations.						
	12.1 Identify and secure sustainable new funding sources to ensure quality program delivery throughout the Council.	Finance Focus Area Chair	04/01/11, 12/31/13	100, % complete	0 %	<div></div>
	12.2 Build our council's endowment funds to realize significant earnings for our annual operating budgets.	Finance Focus Area Chair	01/06/11, 12/31/13	100, % complete	0 %	<div></div>
13 Fundraising: Financial sustainability is achieved through strategic development from renewable funding sources.						

	13.1 Create Development Plan to best maximize council fundraising strategies.	Finance Focus Area Chair	06/01/11, 12/31/12	100%, % complete	0 %	
	13.2 Grow Friends of Scouting campaign to generate 25% of annual operating budget. Current baseline is 18%.	Finance Focus Area Chair	06/01/11, 12/31/12	25%, 25% of Annual Operating Budget	0 %	
	13.3 Develop consistent funding source for council Scoutreach programs through grants, foundations, and community and corporate partnerships.	Finance Focus Area Chair	01/01/11, 12/31/13	100%, % complete	0 %	