



# Scouting America™

## Adventure West Council

### PROJECT THRIVE

The Adventure West Council's Strategic Plan  
2026 - 2031

Project Thrive is our 5-year strategic plan and our shared roadmap for advancing the mission of Scouting within our communities. It reflects our commitment to delivering exceptional programs, developing strong leaders, responsibly stewarding our resources, and ensuring that every young person has access to a safe, engaging, and life-changing Scouting experience today and for generations to come.

### 5-YEAR OBJECTIVES

- We have maintained a culture of safety and are a leader in safeguarding youth.
- We operate 200 units and serve 3,800 youth.
- Our finances are stable, with a 6-month operating cash reserve, and net assets in all three funds are positive.
- Camp usage revenue generates a net surplus on each property.

### STRATEGIC PILLARS OF IMPACT

Project Thrive is built upon eight interconnected pillars, each representing a critical area of focus for advancing Scouting in our Council and the achievement of our 5-year objectives. Together, these pillars articulate a clear vision and outline our annual goals, objectives, and tasks.

Administrative | Operations | Commissioner Service | Development

Membership | Marketing | Program | Properties



# 2026 TOP PRIORITIES

- ADMINISTRATIVE**      Increase Direct Support over 2025  
End 2026 with an operating (Fund 1) surplus
- COMMISSIONERS**    Increase Cub Scout Retention to 65% by Dec 31<sup>st</sup>, 2026
- DEVELOPMENT**        Surpass ICL goal of \$700,000 by Dec 31<sup>st</sup>, 2026  
Secure 3 transformational gifts by Dec 31<sup>st</sup>, 2026  
Product Sales Budgeted Net (\$253,210) achieved by Dec 31<sup>st</sup>, 2026
- MEMBERSHIP**         Increase traditional new youth recruited by 5% over 2025  
Achieve a net increase in Packs by Dec 31<sup>st</sup>, 2026  
Start 10 new units by Dec. 31<sup>st</sup>, 2026
- PROGRAM**             Achieve the attendance goals for summer camps by July 31<sup>st</sup>, 2026  
Achieve the attendance goals for Anglers by Sept. 30<sup>th</sup>, 2026
- PROPERTIES**         Surpass the budgeted camp usage revenues by Dec. 31<sup>st</sup>, 2026

## 1: Fiscal Responsibility (Council Treasurer)

- Our Council maintains timely and accurate financial statements, has strong fiscal policies and procedures.
- Our Council achieves consistent Year-End Surpluses
- Our Council's long-term financial health allows for sustainable mission delivery.
- Our Council maintains the highest standards of financial integrity, transparency, and public trust. Completes an annual audit on time and is in compliance with financial policies and internal controls.

### 2026 Goals:

- Improve our ability to provide timely and accurate financial statements by bringing accounts payable, accounts receivable, and Peoplesoft data entry in-house by Mar 1<sup>st</sup>, 2026.
- 2023 Audit completed by February 19<sup>th</sup>, 2026. / 2024 by April 30<sup>th</sup>, 2026. / 2025 by July 31<sup>st</sup>, 2026.
- Complete the liquidation of the Joe Henry Estate in Buffalo.
- **Increase Total Direct Support (\$842,682) over 2025 (National Standard)**
- **End 2026 with operating (Fund 1) surplus (National Standard)**

## 2: Governance (VP of Governance)

- Our Council maintains current, easy to understand bylaws and governance documents
- Our Council maintains current, easy to understand employee handbooks

### 2026 Goals:

- Update our camp employee handbooks by April 15th, 2026.
- Update our council bylaws using the new national template and include addendum items (Council Investment Policies by Dec 31st, 2027.

## 3: Board Engagement & Development (Council Nominating Committee Chair)

- Our Council cultivates an engaged, informed, and mission-driven Board of Directors whose leadership, governance, and advocacy actively advance Scouting's impact, strengthen community relationships, and ensure long-term success.

### 2026 Goals:

- Establish a structured pipeline for identifying and cultivating prospective board members.
- Identify and recruit 8 new board members by January 15<sup>th</sup>, 2027.
- Create a plan to Improve our engagement with current board members by March 15<sup>th</sup>, 2026.
- Create a plan to improve our onboarding process for new board members by October 31<sup>st</sup>, 2026.

### Key Tasks:

- Complete the Annual Business Meeting ballot according to the bylaws.

## 4: Be an Employer of Choice (Scout Executive)

- Our Council has an established mission driven workplace that invests in its people, develops leaders, and creates an environment where talented people feel valued, supported, and inspired. Individuals desire to be employed by our company.

### Key Tasks:

- Improve employee engagement and morale by implementing professional development opportunities, recognition programs, and regular team-building initiatives.
- Ensure on-time quarterly employee reviews.

*Our Council fosters a culture of excellence by aligning and empowering district operations to strengthen council initiatives and fully support the success of our units.*

## 1: Strong, Sustainable, & Aligned District Leadership

- Our Council has vibrant, well-led districts with empowered leadership teams that value clear expectations, are focused on continuous improvement, and achieve measurable outcomes.
- Our Districts identify, cultivate, and have a strong pipeline of prospective District leaders who are passionate about supporting and growing Scouting at the local level.
- Our Districts are united in purpose and structure. They ensure a consistent Scouting experience throughout the entire council footprint.

### 2026 Goals:

- Ensure that each District has a District Chair, District Commissioner, and District Executive (ongoing).
- Ensure that each District has all 3 Vice Chair's (Finance, Program, and Membership) by Nov. 30th, 2026.

### Key Tasks:

- Annual District Business Meeting and Nominating Committee Process
- Annual program planning calendar dates completed annually by March 15th.
- District Backdaters completed annually by May 1st.

## 2: District Membership Growth (Supported by Council VP of Membership)

- Our Districts have robust volunteer leadership teams that are focused on growth and consistently increase the number of new Scouts that join our program year-over-year, increase the number of Scouting units operated in the District, and ensure that every Arrow of Light has the opportunity to cross over into a Scouts BSA Troop.
- Our Districts work to ensure our units are visible in the community and regularly participate in key community events that increase Scouting's exposure.
- Our Districts have strong relationships with educational institutions and community organizations that serve youth and regularly secure opportunities to invite youth to join Scouting through these relationships.

### 2026 Goals:

- Every District has a Vice Chair of Membership by April 30th, 2026
- 25% of elementary school principals are visited (150 schools) by July 31st, 2026.
- Identify and meet with at least 25 community organizations and secure opportunities to invite youth to join Scouting by July 31st, 2026.
- All existing packs have held a sign-up or recruitment event by Oct 31st, 2026
- Identify and participate in 15 Community Engagement Events, 3 per District, by Oct 31st, 2026.
- 1.5 % Growth achieved by Dec. 31st, 2026. (National Standard)
- **Increase traditional new youth recruited by at least 5% over 2025 (National Standard)**
- Each District has secured at least 2 new partnering organizations by Dec 31st, 2026.
- **A net increase in packs is achieved by Dec 31<sup>st</sup>, 2026 (National Standard)**
- **Start 10 new units by Dec 31<sup>st</sup>, 2026**

## 3: District Financial Strength & Sustainability (Supported by Council ICL Chair, Council Popcorn Kernel)

- Our Districts ensure that every unit is equipped with the knowledge, tools, and support to build sustainable financial plans that strengthen programs, reduce barriers for families, and make Scouting accessible to all.
- Our Districts cultivate lasting relationships with supporters, actively engage new partners, and consistently surpass annual fundraising objectives.

### 2026 Goals:

- **Surpass the annual ICL fundraising goal of \$700,000 by Dec. 31st, 2026.**
- 50% of units receive a family giving presentation to increase small and mid-level donor base by June 30th, 2026.
- Maintain a donor retention rate of 80%
- **Year-over-year growth and budgetary net achieved (\$253,210) in product sales by Dec. 31st, 2026.**

### Key Tasks:

- Ensure all Scouting Financial Policies are followed
- Approval of Unit Money Earning Applications
- Support Commissioners to ensure units have sustainable financial plans
- Donor Touch Points

## 4: District Program Delivery

(Supported by Council VP of Marketing, OA Lodge Advisor, Advancement, Training, Cub Activities, and Outdoor Programs Chairs)

- Our Districts ensure that every Scout receives a mountain-top experience by augmenting and supporting unit level program, ensuring every leader is trained, and helping leaders understand Scouting's advancement programs.
- Our Districts drive full participation in Iconic Scouting experiences, they actively promote and champion summer camp, high-adventures, Cub World, and all council-wide events and programs to ensure every Scout participates in these experiences that define and strengthen Scouting.

### 2026 Goals:

- Every District has a Marketing Chair by August 31st, 2026.
- Increase the percentage of leaders trained to 60% by Dec 31st, 2026.
- Ensure 80% of our troops attend summer camp (any camp) in 2026.
- Stretch goal: Have 20% of Cub Scouts from each District attend Cub World or Arrow of Light Camp in 2026.
- Each District collects at least 1 compelling impact story with photos and testimonials that demonstrate Scouting's value to youth, families and communities by Oct. 31st. 2026.

### Key Tasks:

- Promote and support in-person Council trainings
- Promote, support, and drive attendance at all council programs
- Eagle Rank Service Projects and Board of Review
- District Recognition Events
- Each District utilizes Constant Contact as a tool for e-mail promotions and newsletters.
- District Events (Spring Camporee, Pinewood Derby, Fishing Derby, Service Projects, etc.)

*Our Council fosters a culture of excellence by aligning and empowering district operations to strengthen council initiatives and fully support the success of our units.*

## 1: Unit Service

- Every Unit has an engaged Unit Commissioner and feels supported.
- Our Commissioners ensure that every unit is healthy, high-performing, and delivering a quality program for its youth.
- Through personal support, our Commissioners serve as the vital bridge to a world of possibility, personally empowering every unit to harness the full strength of Council and District resources.
- Our Council conducts regularly scheduled Roundtables that provide training, specialized skills, program ideas, and motivation needed to deliver high-quality, fun, and effective Scouting programs.

### 2026 Goals:

- Identify and recruit unit commissioners ensuring that a 1:3 ratio is met by Dec 31st, 2026.
- Each unit is visited by a unit commissioner a minimum of 4 times a year.
- At least one Unit Connection Report is completed with every unit by Dec. 31st, 2026.
- Each District conducts a minimum of 6 Roundtables during the year.
- Each District holds monthly Commissioner Meetings that utilize the district workplans and focus on customer service and quality control at the unit level.

## 2: Retention

- Our Council retains our existing youth at a pace higher than the National average.
- Our Council retains units by ensuring they have strong annual programs, planned in advance, that include finance plans to help families subsidize the cost of Scouting.

### 2026 Goals:

- Every unit is aware of the Unit Excellence Award and a conversation between the unit and the commissioner occurs prior to Aug. 31st, 2026.
- District Key 3's complete Unit Health Reviews by March 1st, 2026 & 2027.
- **Increase annual Cub Scout retention rate from 51.47% to 65% by Dec. 31st 2026**, and 70% by Dec 31st, 2027.
- Annual Council Chartered Unit Reports are completed for all Council Chartered Units by August 31st.

### Key Tasks:

- Complete unit renewals and work with and restart dropped Scouting units.
- Encourage Troops to utilize the den chief program.
- Invitation letters sent to youth that have dropped throughout the year.

## 3: Relationships

- Our Council has strong relationships with our partnering organizations, meets with them regularly, and supports them.
- Our Scouting units are an integral part of their partnering organization's youth mission.

### 2026 Goals:

- Commissioner and professional partner meet with each partnering organization at least once during the year.

### Key Tasks:

- Encourage the units to perform community service either for or on behalf of their partnering organization.
- Encourage Scouts and leaders to wear their uniforms on Scout Sunday/Sabbath.
- Where applicable, present the charter annually to the partnering organization.

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## 1: Alumni Engagement (Alumni & Donor Development Chair)

- Our Council connects alumni to Scouting through scouting events, correspondence, and community gatherings.
- Our Council has a strong engagement pathway that naturally leads to philanthropy and advocacy.

### 2026 Goals:

- Recruit an Alumni & Donor Development Chair by April 30<sup>th</sup>, 2026.
- Recruit an additional 2 Alumni Committee Members by May 31<sup>st</sup>, 2026.
- Plan, Schedule, and Organize an Annual Scouting Alumni Social by Oct. 31<sup>st</sup>. 2026
- Establish an Alumni email distribution list by June 30<sup>th</sup>, 2026. Begin a quarterly email with Scout stories that highlight Scouting's impact.

## 2: Annual Giving (ICL Chair)

- Our Council has deep, lasting relationships with donors grounded in trust, transparency, and impact that translate into sustained philanthropic investment across giving levels.
- Our Council has a broad base of small and mid-level donors that stabilizes revenue during economic downturns.
- Our Council honors and retains donors through meaningful, consistent recognition that reflects gratitude, impact, and Scouting values.
- Our Council clearly communicates mission impact, not just financial need.

### 2026 Goals:

- Ensure that a list of the past year's donors is posted on website, offices, and in dining halls at camps, and included in local business journals by March 1st, 2026.
- Ensure a personal thank you phone call is made to all significant donors within one month of receiving their payment.
- **District Operations: Surpass the annual ICL fundraising goal of \$700,000 by Dec 31<sup>st</sup>, 2026.**
- District Operations: 50% of units receive a family giving presentation to increase small and mid-level donor base by June 30<sup>th</sup>, 2026.
- District Operations: Maintain a donor retention rate of 80%.

### Key Tasks:

- Holiday Letter
- Colorado Gives day / Wyoming Gives day
- Donor Touch Points: Thank you letters / Contribution Statements / Colorado Child Tax Care Credit

## 3: Transformational Giving (Transformational Giving Chair)

- Our Council secures transformational gifts on an annual basis that fund strategic priorities, capital needs, and endowment.
- Our Council has established planned giving as a normal expression of lifelong Scouting support.

### 2026 Goals:

- Identify and recruit a committee of volunteers to lead the Transformational Giving Campaign by June 30<sup>th</sup>, 2026.
- Establish a multi-year strategy for identifying and evaluating high-capacity donors and build a sustainable pipeline of qualified prospects.
- **Secure 3 transformational gifts by Dec 31<sup>st</sup>, 2026.**

## 4: Grants & Foundations (Grants & Foundations Chair)

- Our Council has a balanced and reliable grant portfolio that is not overly dependent on restricted funding.
- Our Council uses grants strategically to scale, stabilize programs, and support capital improvements.

### 2026 Goals:

- Identify and recruit a grants and foundations leadership team of volunteers by June 30<sup>th</sup>, 2026.
- Submit at least 10 grant proposals and secure a minimum of \$50,000 in funding by Dec 31<sup>st</sup>, 2026.

## 5: Special Events & Unit Fundraiser Revenue (Golf & Sporting Clay Chair, & Popcorn Kernal)

- Our Council leverages high-quality events to advance donor relationships, community visibility, and sustainable revenue.
- Our Council maintains a consistent unit fundraising sale program that supports unit financial sustainability, youth development, and council revenue.

### 2026 Goals:

- Achieve the Scouting America Golf Classic goal of \$30,000 by May 31<sup>st</sup>, 2026.
- Achieve the Casper Sporting Clay goal of \$7,000 by May 31<sup>st</sup>, 2026.
- **District Opps: Year-over-year growth and budgetary net achieved (\$253,210) in product sales by Dec. 31<sup>st</sup>, 2026.**

## 6: Income Producing Resources (Investment Committee Chair)

- Our Council's investment portfolio is intentionally managed to generate long-term growth and sustain the mission for future generations.
- Our Council maximizes the long-term value and reliability of oil and gas royalty income and other income-producing assets owned by our council.

### 2026 Goals:

- Recruit at least one additional committee member for the Investment Committee by June 30<sup>th</sup>, 2026.

*Our Council fosters a culture of excellence by aligning and empowering district operations to strengthen council initiatives and fully support the success of our units.*

## 1: Membership Growth

- Our Council consistently increases the number of new Scouts that join our programs year-over-year.
- Our Council provides training, materials, and support to help our units in their recruitment efforts for multiple campaign periods throughout the year.
- Our Council is visible in the community and regularly participates in community events that increase Scouting's exposure.
- Our Council ensures that every Arrow of Light has the opportunity to cross over into a Scouts BSA Troop.

### 2026 Goals:

- **District Operations:** Every District has a Vice Chair of Membership by April 30th, 2026
- **District Operations:** All existing packs have held a sign-up or recruitment event by Oct 31<sup>st</sup>, 2026
- **District Operations:** Identify and participate in 15 Community Engagement Events, 3 per District, by Oct 31st, 2026.
- 1.5% growth achieved by Dec 31<sup>st</sup>, 2026 (*National Standard*)
- **Increase traditional new youth recruited by at least 5% over 2025 (*National Standard*)**
- 2027: Work with Packs and Troops to ensure 80% of Arrow of Lights cross over by March 31st, 2027.
- 2027: All existing packs have held a Spring sign-up event, marketed to pre-K programs, by May 31st, 2027.

### Key Tasks:

- Arrow of Light Letter is sent out by March 31st, 2026.
- Letter to Superintendents sent out by July 31st, 2026.
- Conduct Membership inventories by June 30<sup>th</sup> and December 31<sup>st</sup>, 2026

## 2: Unit Growth & Partnering Organizations

- Our Council consistently increases the number of Scouting units we operate year-over-year.
- Our Council has at least one pack and one troop near every community we serve.
- Our Council regularly identifies new partnership organizations that help move Scouting forward.

### 2026 Goals:

- **A net increase in packs is achieved by Dec 31<sup>st</sup>, 2026 (*National Standard*)**
- **Start 10 new units by Dec 31st, 2026.**
- **District Operations:** Each District has secured at least 2 new partnering organizations by Dec 31st, 2026.

## 3: Relationships with Organizations that Serve Youth

- Our Council has strong relationships with educational Institutions and regularly secures opportunities to invite youth to join Scouting.
- Our Council has strong relationships with Community Organization that serve youth (Civic Organizations, YMCA, Churches, 4H, Boys & Girls Club, Sports Organizations, etc.) and regularly secures opportunities to invite youth to join Scouting.

### 2026 Goals:

- **District Operations:** 25% of elementary school principals are visited (150 schools) by July 31st, 2026.
- **District Operations:** Identify and meet with at least 25 community organizations and secure opportunities to invite youth to join Scouting by July 31st, 2026.

*Our Council fosters a culture of excellence by aligning and empowering district operations to strengthen council initiatives and fully support the success of our units.*

## 1: Brand & Messaging

- Our Council has long-term brand consistency (*established brand guides for all main programs*)
- We understand our target market and our materials are aligned with evolving community values and expectations.
- Our marketing committee is a resource that actively supports all operational leadership teams of our Council.

### 2026 Goals:

- District Operations: Every District has a Marketing Chair by August 31<sup>st</sup>, 2026.
- BDSR, CBB, and YHAO Brand Guides completed by August 31<sup>st</sup>, 2026.
- Cub World Brand Guide completed by Dec 31<sup>st</sup>, 2026.
- 2027: Brand trademarks secured by June 2027.

## 2: Public Relations & Advertising

- Our Council has a diversified, multi-year advertising plan aligned with our strategic growth priorities with established, predictable, budgeted investments with clear ROI expectations.
- Our Council is a go-to voice on youth development, leadership, and outdoor education.
- Our Council has a diversified PR presence that includes traditional media, digital outlets, and community forums tied to long-term community impact.
- Our Council has a proactive crisis-communication and reputation-management framework to protect and strengthen public trust.

### 2026 Goals:

- Non-profit Google ads grant secured (\$120,000) and phase 1 of our buildout is completed by March 31<sup>st</sup>, 2026.
  - Phase 2 of our buildout is completed by June 30<sup>th</sup>, 2026.
- Develop and adopt a diversified, multi-year advertising plan by Oct 31<sup>st</sup>, 2026.
- District Operations: Each District collects at least 1 compelling impact story with photos and testimonials that demonstrate Scouting's value to youth, families and communities by Oct. 31<sup>st</sup>, 2026.
- Expand our strategic partnerships with media outlets to amplify reach and credibility by identifying media outlets within our service area, gather contact information, and provide each outlet at least 1 local impact story by December 31<sup>st</sup>, 2026.

### Key Tasks:

- Annual Report by March 31<sup>st</sup>
- Quarterly update of the Constant Contact e-mail distribution lists.
- District Operations: Each District utilizes Constant Contact as a tool for e-mail promotions and newsletters.

## 3: Social Media

- Our Council has a sustainable, scalable, multi-platform social presence that reflects evolving audience preferences and highlights Scouting's impact in the community.
- Our Council empowers volunteers as brand ambassadors through shared storytelling and content support.
- Our Council's social channels foster community dialogue, not just broadcast information.

### 2026 Goals:

- Update our Council Social Media Playbook by June 30<sup>th</sup>, 2026.
- Update our Council's LinkedIn Account utilizing best industry practices by June 30<sup>th</sup>, 2026.
- Build engagement on LinkedIn through consistent posting, professional storytelling, and strategic connection building. Increase LinkedIn followers by 25% by December 31<sup>st</sup>, 2026.

### Key Tasks:

- Update our Council Social Media Playbook annually
- Ongoing engagement on social media channels

## 4: Data Measurements

- Our Council actively uses market analysis, performance, and survey data to assess trends, benchmark progress, identify opportunities, and adapt our strategies for growth and improvement.

### Key Tasks:

- Quarterly Voice of the Scout Metrics
- Monthly National Stack Chart Reports
- Annually Summer Camp Survey Data
- Annually National Market Analysis Reports and Mosaic Highlights

*Our Council fosters a culture of excellence by aligning and empowering district operations to strengthen council initiatives and fully support the success of our units.*

## 1: Advancement & Training

- Our Council Advancement and Training Committees foster a culture of excellence by empowering unit leaders, supporting youth, expanding meaningful merit badge opportunities, and recognizing outstanding adult service.
- Our Council Advancement and Training Committees ensure that every leader, both youth and adult, receives training, timely orientation, and access to the tools and resources needed to deliver high-quality Scouting programs.

### 2026 Goals:

- Successfully complete a Woodbadge 2026 course with a minimum of 30 participants by Oct. 31st, 2026.
- Successfully complete an NYLT 2026 course with a minimum of 32 youth by June 30th, 2026
- Update our Merit Badge Advancement Policies to simplify the operational burdens required by March 31st, 2026.
- Successfully hold 3 IOLS and 3 BALOO training courses, strategically located throughout the year, with at least 10 participants each by Dec 31st, 2026.
- District Operations: Increase the percentage of leaders trained to 60% by Dec 31<sup>st</sup>, 2026.
- Identify and recruit a Council Banquet Chair and 2 committee members by Dec 31<sup>st</sup>, 2026.

## 2: Outdoor Programs

- Our Council Outdoor Programs deliver world-class Scouting experiences that reflect the best of Scouting including outdoor adventure, leadership, service, and character development.
- Our Council Outdoor Programs have a strong Order of the Arrow program that exemplifies servant leadership, deepens unit and council program quality, promotes our camps, and inspires a lifelong commitment to service.
- Our Council supports and promotes National and International Scouting.

### 2026 Goals:

- Identify and recruit 5 new Outdoor Programs committee members by Dec 31<sup>st</sup>, 2026
- Improve the Google Reviews of our Camps by securing at least 30+ 5-star reviews for each camp by June 30th, 2026.
- **Achieve the budgeted attendance goals for CBB (550), BDSR (500), YHAO (180), and EHAB (20) by July 31st, 2026.**
- **Achieve the budgeted attendance goal for Anglers Basecamp (200) by September 30th, 2026.**
- District Operations: Ensure that 80% of our troops attend summer camp (*any camp*) in 2026.
- 2028: Ensure each camp has 1000+ google reviews by Dec 31st, 2028.

### Key Tasks:

- All youth receive multiple invitations to attend Summer Camp.
- All youth of appropriate age are invited to work on Summer Camp Staff.

## 3: Cub Activities

- Our Council Cub Activities Committee provides engaging, age-appropriate, and memorable Cub Scout experiences that inspire curiosity, build character, foster teamwork, and create a lifelong love of Scouting.

### 2026 Goals:

- Identify and recruit 5 new Cub Activities committee members by Dec 31<sup>st</sup>, 2026
- Achieve the budgeted attendance goals for Cub Activity Days – CO (70), WY (25), NE (30) by June 30<sup>th</sup>, 2026.
- Achieve the budgeted attendance goal for Cub World (100) by July 31<sup>st</sup>, 2026.
- Achieve the budgeted attendance goal for Arrow of Light Camp (35) by July 31<sup>st</sup>, 2026.
- Increase the attendance to 100 at Jolly Jamboree by Dec 31<sup>st</sup>, 2026
- Identify opportunities to utilize our Camp Nicol resources to provide program for the general public. Present best and recommended options to the Board at the October meeting. Implement the approved strategies.

### Key Tasks:

- All Cub Scouts, including new youth, receive multiple invitations to attend Cub Activity Days, Cub World, Cub Haunted & Jolly Jamboree.

*Our Council fosters a culture of excellence by aligning and empowering district operations to strengthen council initiatives and fully support the success of our units.*

## 1: Safeguarding Youth

- Our Council is a leader in Safeguarding youth and has an established culture of safety.

### 2026 Goals:

- Establish a Risk Management Committee plan that includes meeting schedule, goals, key tasks, and priorities.
- Ensure all known incidents are reported through Riskconnect within 48 hours (*National Standard*)
- Have an active Risk Management Committee that meets at least quarterly and submits reports to the Council Key 3 for Review (*National Standard*)

## 2: National Camp Accreditation Program Standards (NCAP)

- Our Council ensures that all camps and programs exceed NCAP standards, providing safe and high-quality experiences.

### 2026 Goals:

- All Long-Term camps are NCAP accredited.
- All Council-organized, short-term, or overnight events are compliant with NCAP standards.
- Review the 5-year authorization camp plans and achieve key action items according to the NCAP schedule.

## 3: Properties & Offices

- Our Council Property Sub-Committees responsibly maintain and enhance our properties to provide safe, sustainable, and inspiring spaces for both Scouting and non-Scouting programs.

### 2026 Goals:

- Identify and recruit 5 new Properties committee members by Dec 31<sup>st</sup>, 2026
- Bunk House, Pavilion, and Cabin at Camp Nicol are completed and dedicated by May 15th, 2026.
- BDSR UV Water System is installed by May 15th, 2026.
- **Surpass the budgeted camp usage revenues by December 31st, 2026.**
- Identify opportunities to increase camp usage revenue that will significantly increase net income. Present best and recommended options to the Board at the April Board meeting. Implement the approved strategies.
- Establish the advertising materials needed to market the properties for outside group rentals including websites, brochures, e-mail communications, and collection of e-mails for distribution lists by August 31st, 2026.
- Create a plan and strategy for updating all signage for Scouting America by August 31st, 2026.
- Establish the Camp Stewards Program at BDSR, including the annual dinner by Oct 31st, 2026.
- Establish the Camp Stewards Program at CLP, including the annual dinner by Oct 31st, 2026.
- Establish the Camp Stewards Program at CBB, including the annual dinner by Oct 31st, 2027.
- Increase participation in the Camp Service Weekends by setting the dates early, including them in the program guidebook.

### Key Tasks:

- Routine opening & closing of camps with updates shared with operations.