

# **Annawon Council**

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## **Strategic Plan As of September 5, 2012**

### **2012 Goals**

**ANNAWON COUNCIL  
BOY SCOUTS OF AMERICA  
2012-2016 STRATEGIC PLAN**

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# **ANNAWON COUNCIL BOY SCOUTS OF AMERICA 2012-2016 STRATEGIC PLAN**

## **MISSION STATEMENT**

It is the mission of the Annawon Council, Boy Scouts of America to deliver the highest-quality, values-based youth program of character development and leadership training, based upon the precepts embodied in the Scout Oath and Law, and to prepare our young people to make ethical decisions in order to reach their full potential and to better serve their family, community and country.

## **DESIGNED FUTURE STATEMENT**

In Scouting's second century, we are building the leaders of tomorrow. Scouting's dynamic and engaging journey beckons to America's young people. Our exciting programs and outdoor adventures inspire lives of leadership, character, and service. Relevant and adaptive, we are a trusted advocate for youth. Our adult volunteers and employees are widely admired for their leadership excellence. The Annawon Council of the Boy Scouts of America is strong and financially secure. True to our mission, Scouting reflects our nation in its ethnic diversity and shapes our nation by developing responsible citizens.

### **SCOUT LAW**

#### **A Scout is...**

Trustworthy	Obedient
Loyal	Cheerful
Helpful	Thrifty
Friendly	Brave
Courteous	Clean
Kind	Reverent

### **SCOUT OATH**

On my honor I will do my best  
To do my duty to God and my country  
and to obey the Scout Law;  
To help other people at all times;  
To keep myself physically strong,  
mentally awake, and morally straight.

# **ANNAWON COUNCIL BOY SCOUTS OF AMERICA 2012-2017 STRATEGIC PLANS**

## **2012-2017 STRATEGIC PLAN FOCUS AREAS**

### **\*\*\*\*TOTAL MEMBERSHIP DEVELOPMENT\*\*\*\***

Scouting programs reach and make a life-changing difference with youth and families from all backgrounds and communities.

### **\*\*\*\*QUALITY PROGRAMS & SERVICES\*\*\*\***

Increase membership retention in Cub Scout and Boy Scout programs through the continuation and expansion of outstanding program opportunities.

### **\*\*\*\*PROPERTIES & MASTER PLANNING\*\*\*\***

Continue the improvements to the facilities, vehicles and infrastructure of Camp Norse and the Govain Service Center to facilitate the delivery of outstanding and safe programs for our youth members and leaders.

### **\*\*\*\*ORGANIZATION & TALENT DEVELOPMENT\*\*\*\***

Scouting's volunteer leaders and employees exemplify leadership excellence across all aspects of the movement.

### **\*\*\*\*MARKETING & COMMUNICATIONS\*\*\*\***

Our chartered partners, volunteers, parents and members are well informed on all opportunities available through Scouting. Members of the community at-large support Scouting and desire to participate.

### **\*\*\*\*TOTAL FINANCIAL DEVELOPMENT\*\*\*\***

The Council is financially sound through a balanced funding model that addresses all current and future operating and capital needs, providing the resources necessary to achieve our vision and deliver the highest quality programs and services to the youth of the Annawon Council.

### **\*\*\*\*UNIT SERVICES\*\*\*\***

Continue to train an ever increasing volunteer commissioner team that meets and surpasses the needs of the units of the Council.

**ANNAWON COUNCIL  
BOY SCOUTS OF AMERICA  
2012-2017 STRATEGIC PLANS**

**TOTAL MEMBERSHIP DEVELOPMENT**

**OUR VISION**

Scouting programs reach and make a life-changing difference with youth and families from all backgrounds and communities.

**Objective 1 - Core Programs - Cub Scouts & Boy Scouts**

Fuel the positive membership growth that the Annawon Council has achieved by implementing strategies to support Scouting Units and attract potential new families.

**Strategies to Achieve the Objective:**

- Streamline the transition process to facilitate long-term participation through the “Continuum of Scouting”.
- Create an environment that introduces families to the culture of Scouting.
- Engage our volunteers at Unit, District and Council levels to assist in our membership planning, promotion and retention efforts.
- Improve relations with all School Districts.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Promote the “Continuum of Scouting” - Cub Scouts, Boy Scouts, Venturing and adult volunteerism by developing a written plan to first engage the Webelos to Scout Transition Process. (September 2012) Expand written plan to include Venturing (September 2013) then adult volunteerism. (September 2014).	September 2012	Bob Gay

**Objective 2 – Venturing Program**

Invigorate and expand participation in the Venturing program.

**Strategies to Achieve the Objective:**

- Determine the market opportunities to encourage the wide variety of activities and experiences through Venturing for High School age youth.
- Build brand awareness within Boy Scout Troops and the community at large for the Venturing program.
- Promote the use of Venturing curriculum and leadership programs within current Crews and potential new programs.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Complete the initial business plan that was	December 2012	Bob Gay

developed for the Magee Foundation.		Bob Smith
2. Conduct a High Adventure Day, October 6, 2012 at Camp Norse to promote the Venturing and older youth programs.	October 2012	Roger Marsan
3. Meet with Chartered Organization Executive Officers to determine if a Venturing program could augment their young adult “ministry” or “mission” offerings.	December 2012	Andy Hebne; Roberta Gilsons

### **Objective 3 – Exploring Program**

Expand participation and initiate council wide program initiatives for the LFL Exploring program.

#### **Strategies to Achieve the Objective:**

- Recognize the market opportunities and encourage the wide variety of activities and experiences through Exploring for High School age youth.
- Build brand awareness of the Exploring program within the community at large.
- Promote the use of Exploring curriculum, resources and leadership programs within current Posts and potential new programs.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Complete Career Interest Surveys in four High Schools	December 2012	Bob Gay

### **Objective 4: Scoutreach Program**

Ensure that all young people within local emerging markets have an opportunity to join Scouting regardless of economics, neighborhood, race or ethnicity.

#### **Strategies to Achieve the Objective:**

- Continue the funding support of the overall Scoutreach effort.
- Expand program resources, serving an optimum number of participants.
- Working through the Scoutreach Committee and the Geographic Districts, identify organizations for potential collaborations as well as organizations and individuals who can assist Scoutreach fundraising efforts.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. On an annual basis raise the necessary dollars to provide a Karen St. George, part time program specialists, camp scholarships and program supplies for Scoutreach participants.	December 2012	Council Vice President Development
2. Recruit a Scout Reach Cheri Catalan, Rick Gariepy, David Beberman and Steve Haws, and three members of the committee, all who are trained in their jobs.	December 2012	Karen St. George

### **Objective 5: Retention and Market Share**

The Annawon Council has increased its net membership by retaining youth in the Scouting program longer.

**Strategies to Achieve the Objective:**

- Determine the drivers of retention.
- Utilize the new registration and transition process to facilitate long-term participation
- Evaluate retention processes and tools, and reward actions that encourage youth and adult retention.

Specific Goals to Achieve the Objective:	Date	Person Responsible
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**Objective 6: Recruiting Strategies**

The Annawon Council has utilized more comprehensive recruiting strategies, bringing in an increased number of youth to participate in the dynamic and exciting programs of Scouting.

**Strategies to Achieve the Objective:**

- Employ new comprehensive recruiting strategies.
- Match BSA recruitment strategies to the interests, needs, and wants of our customers (parents and families) and consumers (youth).
- Create a culture of volunteers recruiting youth.

Specific Goals to Achieve the Objective:	Date	Person Responsible
1. A trained and motivated District Membership Chairman is recruited for both committees	December 2012	Cheri Catalan, Rick Gariepy

**Objective 7: Tools to Effectively Assess Performance**

The Annawon Council has provided districts and units with tools to effectively assess their performance against the BSA's commitment to positively impact youth and adults and to deliver tangible outcomes as a result of their being in Scouting programs.

**Strategies to Achieve the Objective:**

- Support district leadership with management information and tools they need to drive the success of the BSA.
- Ensure that all districts are highly effective in support of their units.

Specific Goals to Achieve the Objective:	Date	Person Responsible
1. Utilized the new Journey to Excellence system for measuring effective and excellent performance at the unit and district levels.	December 2012	Cheri Catalan, Rick Gariepy

**Objective 8: Religious Emblem Program**

Ensure that all youth in the Annawon Council have the opportunity to complete their chosen religious award throughout their Scouting career.

**Strategies to Achieve the Objective:**

- Recruit and train a Council Religious Relationship Committee.
- Focus on the Catholic religious emblem programs since that is the majority religion in the Annawon Council. Recruit a religious emblem instructor for all Catholic parishes in the Council.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Recruit and train a Council Religious Relationship Chairman that serves on the Council Membership Committee.	December 2012	Bob Gay

Notes:



**ANNAWON COUNCIL  
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**QUALITY PROGRAM**

**OUR VISION**

Increase membership retention in Cub Scout, Boy Scout, Venturing, and Exploring programs through the continuation and expansion of outstanding program opportunities.

**Objective 1 – Expansion of Council Programs for Cub Scouts**

The Annawon Council will offer additional program opportunities for Cub Scouts at Camp Norse and at non-Council owned locations.

**Strategies to Achieve the Objective:**

- Continue to operate the successful Cub Day Camp program at Camp Norse during July.
- Continue the Council Arrow of Light ceremony to support the Webelos to Scout transition.
- Continue the Webelos Woods program and Arrow of Light Ceremony to support the Webelos to Scout transition.
- Review the addition of Cub Scout programs provided by the District or Council.
- Utilizing the excitement of the COPE Course, develop programs that will be age appropriate for Cub Scouts that utilize the concepts taught in COPE.
- Increase the promotion of camping opportunities in Council, District, and Unit and Family events.
- Promote opportunities for Cub Scouts camping, providing training, promoting liaison between Packs and Troops/Crews.
- Review the Council Pinewood Derby.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Schedule and operate the summer Day Camp each	Every Year	Camp Director

July at Camp Norse. Review attendance after each summer to possibly extend the number of weeks, or add an additional theme area to provide more opportunity for Cub Scouts at Day Camp.		Roger Marsan
2. Council Advancement Committee plans and enhances the current Council Arrow of Light ceremony held each spring.	Every Year	John Newbury
3. Council Activities Committee reviews the Webelos Woods and Belt Loop Bonanza programs and researches additional program opportunities designed to increase retention, additional membership, and Webelos to Scout Transition.	September 2012	Roger Marsan
4. Finalize the discussion with the Boston Minuteman Council to provide Family week-ends at Camp Norse for 2013-2014.	December 2012	Mark Nelson Executive Committee
5. Increase the percentage of Cub Scouts attending Camp Norse Day Camp to 44%.	August 2012	Roberta Gilson Roger Marsan

## **Objective 2 – Expansion of Council Programs for Boy Scouts**

Increase membership retention in Boy Scout programs through the continuation and expansion of outstanding program opportunities.

### **Strategies to Achieve the Objective:**

- Continue the number of programs accessible to Boy Scout Troops in the Annawon Council. Encourage new ideas within the current and new program offerings.
- Hold a weeklong summer day camp for Boy Scouts in the summer of 2012. Expand the number of weeks as interest demands.
- Continue the success of the 2010 National Jamboree contingent for the 2013 National Jamboree
- Actively participate and promote the 2013 Mass Jam to the troops in the Annawon Council
- Utilize the new COPE course to add more excitement to the programs at Camp Norse.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Continue the offering of programs for Boy Scout Troops that include Webelos Woods, Spring Camporee, Fall Cran-bor-ee, and the Klondike Derby. Revitalize these activities with new events and ideas.	December 2012	Roger Marsan
2. Promote and provide a Boy Scout Day Camp experience for eleven to twelve year old Boy Scouts at Camp Norse	August 2012	Andy Hebner
3. Provide and promote brainstorming sessions for senior scouts through council and OA events and roundtables to identify new ideas for Boy Scout programs.	December 2012	Roger Marsan
4. Increase the percentage of Boy Scouts attending Boy Scout Day Camp and/or Long Term Boy Scout	August 2012	Roger Marsan

Camp to 61%.		
5. Through the Council Activity Committee, increase the COPE programs that are offered at the current Boy Scout activities to include older scouts and Venturers.	August 2012	Roger Marsan
6. Recruit District Camp Promotion Chairman that will serve on the District Committee and Council Activity and Camp Promotion Committee.	December 2012	Cheri Catalan, Rick Gariepy

Note: Goals 1-3 in Objective 3 refer to increase activities for older Boy Scouts.

### **Objective 3 – Expansion of Council High Adventure and Older Youth Opportunities**

The expansion of program opportunities for older Scouts and Venturers at Camp Norse and at non-Council owned locations will aid in the retention of these Scouts.

#### **Strategies to Achieve the Objective:**

- Utilize the new COPE course add more excitement to the programs at Camp Norse to retain and recruit older Scouts and Venturers in the Annawon Council.
- Explore the possibilities of a Venturer Week or High Adventure Camp based out of Camp Norse.
- Recruit and train a cadre of qualified adults to conduct programs including the COPE course, Low COPE course, climbing wall, archery, rifle, shotgun, black powder ranges at Camp Norse. Explore the potential of aquatic activities centered on Darby Pond.
- Increase marketing efforts directly to older Scouts to fill anticipated provisional programs including treks to Philmont, Northern Tier, and the Florida Sea Base for these youth.
- Expand the program opportunities for Older Scouts, Venture Scouts and Explorers at our camps by adding specific age appropriate activities for this target audience.
- Continue the Road to Ranger and V Game programs, and increase the number of activities specifically for this age group.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Build a High and Low Cope Course at Camp Norse	June 2012	Bob Reid
2. Recruit and train a group of qualified COPE Directors. Annually send at least one person to get certified at the National Camp School.	June 2012	Chad Winship
3. Recruit and train a group of qualified COPE staff.	October 2012	Chad Winship
4. Finalize a fee structure, operation manual, and safety procedures for the High and Low COPE course.	October 2012	Chad Winship
5. Recruit and train a cadre of volunteers to staff the Archery, Rifle, and Shotgun ranges.	June 2012	Rick Sitte
6. Continue the Road to Ranger and V Games, with an increased marketing of the activity to existing Venturer crews and older scouts in the Council.	December 2012	Roger Marsan; Bob Smith
7. Establish a program of one day high adventure activities for older scouts and Venturers at Camp Norse, utilizing the COPE course, Shooting Sports, and Darby Pond. Utilize this day to recruit additional Venturers into existing crews and as a catalyst to	October 2012	Roger Marsan; Bob Smith

start new crews.		
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#### **Objective 4 – Advancement**

Significantly increase the number of rank advancements our traditional members earn each year while maintaining or improving the quality of the advancement experience.

##### **Strategies to Achieve the Objective:**

- Improve the effectiveness of training for adult and youth leaders, particularly in the areas of program planning, program delivery and advancement reporting.
- Continue to promote and operate new and varied program offerings for scouts at all program levels.
- Expand summer programming for 1<sup>st</sup> year Boy Scouts to promote involvement of new scouts...
- Provide a District wide Merit Badge Counselor list that is maintained by the Council Advancement Committee.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Increase the percentage of Cub Scouts earning rank advancements to 55%	December 2012	John Newbury
2. Increase the percentage of Boy Scouts earning rank advancements to 50%	December 2012	John Newbury

#### **Objective 5 – Community Service**

Increase the quality and effectiveness of our programs through planned opportunities to provide community service.

##### **Strategies to Achieve the Objective:**

- Recruit and train a Council Community Service Chairman and committee to plan and provide opportunities for youth members, adult leaders, and scout units to perform service in their community.
- Through the Council Community Service Committee, strengthen the Scouting for Food Program.
- Create a list of Community Service opportunities and share with the Council Units.
- Train units on how to record their service hours.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Increase the amount of community service provided by Scouts, Leaders, and other participants to an average of 4 hours per youth member	December 2012	Council Community Service Chairman; District Community Service Chairman

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***PROPERTIES AND MASTER PLANNING***

**OUR VISION**

Continue the improvements to the facilities, vehicles and infrastructure of Camp Norse, Scout Service Center, and Rental Home to facilitate the delivery of outstanding and safe programs for our youth members and leaders.

**Objective 1 – Maintenance of our Properties**

With increased use of each of our properties comes additional wear and tear to our facilities, leading to an increase in the amount of maintenance that must be performed.

**Strategies to Achieve the Objective:**

- On an annual basis evaluate the maintenance needs of our properties.
- Employ additional maintenance personnel to ensure the facilities are maintained at appropriate levels.
- Provide necessary funding to meet the ongoing maintenance needs of each of our properties. Funding at recommended levels will ensure our camp, rental home, and service center will continue to thrive and maximize our initial investments. Industry standard maintenance and replacement practices call for four to seven percent of the replacement value of the structures and infrastructure on a property. Using a figure of five percent and based on the current replacement value of \$3,000,000, the annual funding amount required is \$150,000 for all three of our properties. This amount will increase as replacement value increases.
- Recognizing that maintenance funding at this level may not be available with the current operating budget, additional funding sources and budget needs to be pursued.
- Expand the volunteer labor pool for construction and maintenance needs of our properties.

Specific Goals to Achieve the Objective:	Date	Person Responsible
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**Objective 2 – The continued improvement of Camp Norse**

Camp Norse has benefitted from the tremendous improvements in facilities and infrastructure in the past four years through “catch up maintenance.” Additional facilities and infrastructure still need to be replaced or improved.

**Strategies to Achieve the Objective:**

- Build a High and Low Cope Course at Camp Norse to increase retention and recruitment of older scouts and Venturers.

**Specific Goals to Achieve the Objective:**

1. Complete all catch-up maintenance projects.
2. On an annual basis evaluate the maintenance needs of Camp Norse.
3. Build a High and Low Cope Course at Camp Norse (June 2012)
4. Build a Climbing Tower at Camp Norse (June 2013)
5. Build a Zip Line to the Lake (June 2014)

Specific Goals to Achieve the Objective:	Date	Person Responsible
1. On an annual basis evaluate the maintenance needs of the Council Service Center	Annual	Bob Reid
2. Build a High and Low COPE course	June 2012	Bob Reid

**Objective 3 – Improvement of the Council Service Center**

The Council Service Center serves as the offices for the majority of Council employee’s and is location of our Scout Service Center.

**Strategies to Achieve the Objective:**

- In 2011, all computers and Server was replaced. The replacement of technology should be included in the capital budget on an annual basis.
- On an annual basis evaluate the maintenance needs of our properties.
- Evaluate the continuing concerns with the number of meters for electricity.

Specific Goals to Achieve the Objective:	Date	Person Responsible
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#### **Objective 4 – Improvement of the Rental House**

The Rental House provides additional income to provide the necessary services in the Annawon Council.

##### **Strategies to Achieve the Objective:**

- On an annual basis evaluate the maintenance needs of the rental house.

Specific Goals to Achieve the Objective:	Date	Person Responsible
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#### **Objective 5 – Increase Manpower in the Maintenance of Council Properties**

Additional volunteers are needed to help maintain the properties of the Annawon Council.

##### **Strategies to Achieve the Objective:**

- Market Camp Norse to all units of the Annawon Council to build “ownership”.
- Work toward hiring a full time ranger that will manage the volunteer services for all council properties.

Specific Goals to Achieve the Objective:	Date	Person Responsible
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Notes:

**ANNAWON COUNCIL  
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**ORGANIZATION & TALENT DEVELOPMENT**

**OUR VISION**

Scouting's volunteer leaders and employees exemplify leadership excellence across all aspects of the movement.

**Objective 1 – Technology / Customer Service**

The Annawon Council will improve efficiency through technology and the highest level of customer service.

**Strategies to Achieve the Objective:**

- Web Penetration – Increase the number of leaders and scouts using our web, by increasing the accessibility of the information they need.



- Fully utilize the BSA on-line re-chartering process to improve record keeping and efficiency. Promote on-line advancement and tour permit opportunities to Unit level volunteers.
- Document all existing business processes conducted by council staff and explore opportunities to change and automate to improve efficiency.
- Document all existing business processes through which our volunteer and Scouting community interacts with the Council. Explore ways to change those processes to enable them to interact with Council more positively and effectively.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Recruit a Vice President Administration	December 2012	Dennis Dion
2. Recruit a Technology Committee Chairman and committee	December 2012	Administrative Vice President
3. Provide Web site Templates for Unit level use	December 2012	Technology Chairman
4. Improve Customer Service by making sure the internal office staff are inputting information timely so that information disseminated is always accurate and up to date. Put policies in place about the turnaround time for inputting, i.e. registration information, training information, etc. The website and other technology will only be as good as the information we provide – it must be updated regularly.	December 2012	Mark Nelson
5. Fully embrace <a href="http://www.BeAScout.org">www.BeAScout.org</a> as the online opportunity for families learn about our programs and find the appropriate program for their child.	September 2012	Gil Garnett Bob Gay

## **Objective 2 – Unit Level Volunteers**

Committed and engaged volunteers are the life blood of local Scout units.

### **Strategies to Achieve the Objective:**

- Provide better training which includes the methods and words to use for leaders who have the responsibility to recruit new parents to get involved. This would include:
  - Setting the expectation for new scout parents that they will have to contribute in some way. Possibly automatically asking them to fill out a committee member application.
  - Explain the “why” it is so important for them to be involved, and what their own child will get from it. Give them the talking points to speak about with new parents. Remind them that their own positive attitude is the best selling point to recruiting.
  - Make sure they know their job/role.
  - Set the expectation that it is every leader’s responsibility to recruit new people into the Unit’s leadership to ensure that there is a succession plan for the Unit leadership.
- Rebuild relationships with Units – Council has to have a presence in order for us to be successful in implementing our programs. We need to get the buy in from Unit leadership so they will support future relationships with their volunteers and parents.

- “Committed and Engaged” – we need a measurable, verifiable definition of this. Proofs of commitment: individual training (Woodbadge, Scoutmaster, Outdoor skills, etc.) unit achievement (retention, # Eagles, etc.)
- The only good volunteer is an active volunteer, so let’s measure activity.
  - Measure activity at the unit level - # scouts at meetings, # committee members at meetings, or a district - # people at roundtables, etc.
- Continue the training and revitalization of Commissioner Service to provide the highest level of volunteer support for Scouting Units.

Specific Goals to Achieve the Objective:	Date	Person Responsible
1. We need to do some emergency repair work with our Unit Leadership to strengthen our partnership. We have too many rogue Units and we are unaware of what programs they are running, who is trained, etc. We get no financial support from them because they don’t buy into our FOS or Popcorn. We need to take back some autonomy with these Unit Leaders to ensure that our “Good Name” is not being misrepresented or placed in jeopardy in any way.	December 2012	District Key 3
2. All Institutional Heads have an annual meeting with their Andy Hebner; Roberta Gilson	December 2012	Andy Hebner; Roberta Gilson
3. Review and implement plans utilizing the information learned in The Voice of the Scout surveys.	December 2012	Mark Nelson
4. Training Teams – bring it into the Units wherever possible to increase the number trained leaders.	December 2012	Rick Gariepy

### Objective 3 – Executive Board and Advisory Council Membership

The Annawon Council Executive Board and Advisory Council demonstrate leadership excellence in their active governance, financial commitment and visionary guidance.

#### Strategies to Achieve the Objective:

- “Leadership excellence in their active governance, financial commitment and visionary guidance”:
  - Active governance – measured by participation / attendance in committees and board meetings, fund raising efforts.
  - Financial commitment – measured by number of contributing board members as well as amount contributed.
  - Visionary guidance – demonstrated by active development of strategic and operating (annual) plans.
- Diversify – we need to diversify Board membership to ensure that progress is being made. We can’t continue to grow this program, if we are not willing to think outside of the box with new ideas. Stop throwing road blocks up when people come up with new ideas “ask how we can” instead of “why we can’t”.
- New Blood – So many members wear too many hats, in Units and with Board.

- Boost volunteerism by building and expanding relationships with business community, Scouting Units, chartered partners and our Alumni.
- Promote and implement best practices for membership on the Annawon Council Executive Board and Advisory Council.
- Use this opportunity to improve the internal relationships and performance at Council, which will better support our Strategic Plan.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. The Nominating Committee of the Council should meet on a year round basis in order to effectively evaluate and recruit top leadership (based on specific profiles and demographics) for both the Executive Board and Advisory Council membership.	December 2012	Council Nomination Committee Chairman
2. Recruit a Council Nominating Committee Chairman	December 2012	Dennis Dion
3. Executive Board expectations, term limits and individual succession planning should be evaluated for relevancy and reviewed annually.  1. 2012 Recommended Executive Board annual expectations: <ul style="list-style-type: none"> <li>• Attend at least 50% of Executive Board meetings during year of service.</li> <li>• Contribute at least \$1,000 to the Friends of Scouting campaign and/or participate at a comparable level for a Council Special Event or initiative.</li> <li>• Support Major Gift efforts of the Annawon Council.</li> <li>• Serve on at least one specific task force or ongoing Council committee.</li> </ul>	December 2012	Dennis Dion

#### **Objective 4 – Governance**

Ensure the effective, vibrant and transparent leadership and administration of the Annawon Council.

#### **Strategies to Achieve the Objective:**

- “Effective, vibrant and transparent leadership and administration”:
  - Overlaps with Objective 3 – “active governance” – effectiveness only measured by attainment of other specific goals.
  - Transparency difficult to quantify. Specific actions need to be identified.
- Implement and commit to the highest standards as measured by the BSA’s Journey to Excellence program.
- Ensure Councils policies and procedures are in line with current BSA standards.
- Support the recently created Risk Management Committee.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Publish key Council documents on <a href="http://www.annawonbsa.org">www.annawonbsa.org</a> including Strategic Plan and Annual Report.	December 2012	Mark Nelson
2. Continue to competitively bid all material contracts/outside services as appropriate.	December 2012	Mark Nelson
3. Fully implement the Council, District and Unit level the BSA's Journey to Excellence program.	December 2012	Council Key 3 District Key 3
4. Build a listing of all buildings, identified by number, and photographed for contents.	December 2012	Bob Hefron Bob Reid

### **Objective 5 – Traditional/Scoutreach District Structure**

In order to meet the growing needs of our communities, the Annawon Council will continually evaluate and amend its service delivery model to support the volunteers and engage the maximum number of youth in our service territory.

#### **Strategies to Achieve the Objective:**

- Develop a financially sustainable Council organization to enhance program delivery and membership retention.
- Evaluate and amend the current delivery method and organization of the district structure by collecting information from other councils that have strengthened their program and retention by utilizing the service area model.
- Develop the “One Scouting Program” philosophy so that every program, meeting, process, strengthens the total scouting program, not just a District or unit.
- Develop a District volunteer structure led by a Cheri Catalan, Rick Gariepy. Decide which positions are needed and confirm that all volunteer positions are filled with trained and engaged volunteers.
- Provide training for all District Positions when a volunteer is recruited. District Key 3 and District Leadership through Key 9 meetings and “Blue Badge” or District Leadership training
- Deadwood – We need to stop allowing people to be on District or in Committee Chair positions in “name only”. Clean the deadwood and rebuild.
- District – This job is more than “one hour” a week/month. Too many people hold multiple positions and are becoming burned out. People hold leadership positions too long, and it sometimes keeps us stagnant.
  - Determine what roles will help us meet our strategic objectives
  - Recruit new blood onto the committees. (same process as noted in Board Membership)
  - Provide clear job responsibilities & hold them accountable.
  - Provide training in a variety of ways – increase technology use to accomplish this.
  - Look at the option of rotating leadership positions every once in a while to ensure that the people, ideas, or engagement don't get stale.

#### **Specific Goals to Achieve the Objective:**

1. Continue to employ a full time Andy Hebner; Roberta Gilson for each of the two geographic districts.

2. Continue to employ a part/time/fulltime Program Specialist/Andy Hebner; Roberta Gilson who would work with the community to continue the success the Annawon Council has experienced in our Scoutreach efforts.
3. Develop a written volunteer structure with job descriptions for all positions.
4. Develop a way of tracking the recruitment of district volunteers.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Recruit Eagle parents onto District Committees.	December 2012	District Key 3
2. Blue Badge Training provided for all District volunteer leaders directed by their respective Council Vice Presidents.	December 2012	Council Key 3 District Key 3
3. Training – Everyone needs to be retrained, and new expectations need to be defined and set. We also need to collaborate on how the conversation should go when inviting someone to join the committee's. The way it is currently being done does not work, and we need to identify what we think will work, and train everyone to it so that we are being consistent and honest in our messaging about expectations.	December 2012	Council Key 3 District Key 3
4. Continue to employ a part/time/fulltime Program Specialist/Andy Hebne; Roberta Gilson who would work with the community to continue the success the Annawon Council has experienced in our Scoutreach efforts.	December 2012	Mark Nelson
5. Build a volunteer District Committee for Scoutreach	December 2012	Karen St. George
6. Increase the number of volunteers on the District Committee from the current amount of 14 to the Regional average of 20.	December 2012	District Key 3
7. Develop a way of tracking the recruitment of district volunteers.	December 2012	Mark Nelson
8. Continue to employ a full time Andy Hebne; Roberta Gilson for each of the two geographic districts.	December 2012	Mark Nelson

### **Objective 6 – Council Staff**

The Annawon Council attracts recruits, develops, rewards and retains talented individuals who provide excellent professional leadership and management to Scouting.

#### **Strategies to Achieve the Objective:**

- Continue to cultivate a positive work environment within the Councils staff, resulting in a level of customer service that benefits the youth and volunteers that we serve.
- Promote career opportunities within our volunteer ranks and camp staff as well as local universities and to the not for profit community.
- Reward excellent performance within BSA guidelines and remain competitive with similar class Councils and local not for profits both in compensation and benefits.

#### **Specific Goals to Achieve the Objective:**

1. Utilize BSA career development tools (PDS) to ensure that each professional staff member has a succession plan that will benefit them individually as well as benefit the Annawon Council. (June 2012)
2. Update Employee Handbook to be in compliance with current BSA and comparable not for profit “best practice” policies. (January 2012)
3. Evaluate employee benefit program including 403b savings, flexible spending and supplemental insurance programs on an annual basis. (September 2012)
4. Develop a presence within the community by engaging local universities and not for profit groups to network career opportunities. (June 2013)
5. In an effort to deliver the best possible service to our Scouts and volunteers, ensure the successful implementation of our 2012-2017 Strategic Plan, and at the same time recognize the limitations of the Councils operating budget, the recommended staff organization should be reviewed annually for service efficiency, performance and financial practicality. (March 2012)

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Utilize BSA career development tools (PDS) to ensure that each professional staff member has a work plan that will benefit them individually as well as benefit the Annawon Council. (June 2012)	December 2012	Mark Nelson
2. Update Employee Handbook to be in compliance with current BSA and comparable not for profit “best practice” policies.	December 2012	Mark Nelson
3. Evaluate employee benefit program including 403b savings, flexible spending and supplemental insurance programs on an annual basis.	December 2012	Executive Committee
4. Develop a presence within the community by engaging local universities and not for profit groups to network career opportunities.	December 2012	Mark Nelson
5. Re-allocate the support staff assignments for registration, store management, FOS clerk, advancement, Eagle Scout processor, day camp registration, popcorn accounting, etc. to a team concept.	December 2012	Mark Nelson
6. In an effort to deliver the best possible service to our Scouts and volunteers, ensure the successful implementation of our 2012-2017 Strategic Plan, and at the same time recognize the limitations of the Councils operating budget, the recommended staff organization should be reviewed annually for service efficiency, performance and financial practicality.	December 2012	Executive Committee
7. Restructure the current staff to promote a “one team” highly engaged group of employees. <ol style="list-style-type: none"> <li>a. Identify the functions needed to meet our strategic plan.</li> <li>b. Create accurate job descriptions for each function.</li> <li>c. Roll it out to employees, and make sure employees understand their specific role.</li> <li>d. Create engagement by creating an awareness</li> </ol>	December 2012	Mark Nelson

<p>of how each of them affects the big picture for meeting the strategic plan.</p> <ul style="list-style-type: none"> <li>e. Give every employee an opportunity to be a star contributor.</li> <li>f. Hold them accountable to get the job done, timely, accurately, etc.</li> <li>g. Give rewards for engagement and performance.</li> <li>h. Handle employee relations and performance issues quickly.</li> <li>i. Make personnel changes as needed – when someone does not “buy in” or perform well.</li> </ul>		
8. Create an environment at Council where every team member, no matter what their title or role, can make suggestions for improvements in – process, technology, programs, etc. Reward them for their contributions and ideas.	December 2012	Mark Nelson

### **Objective 7 – Training**

Increase the quality and effectiveness of our programs through improved training experiences for our adult and youth leaders.

#### **Strategies to Achieve the Objective:**

- Increase quality and effectiveness of programs through improved training
  - If training begets program improvement, then let's set standards for training and measure program improvement.
- Increase the number of ways leaders and staff can get training, i.e. mobile phones, bringing the technology to them in meetings, online (improve accuracy of reporting system we currently have).
- Create an on-line guide for Packs and Troops on how to run a quality program including alternative program schedules for the year, places to go and a list of resources.
- Improve the marketing of training to our leaders through the communications suggestions detailed in the marketing and communications section of this document.
- Increase the availability of training sessions for leaders by hosting regularly scheduled sessions at the Scout Service Center or in the Districts.
- Offer Venturer Leader Basic Training sessions twice a year.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Offer Venturer Leader Basic Training twice a year. Schedule these dates in the Council Program Calendar.	December 2012	Rick Gariepy
2. Form a committee of unit leaders who run high quality Packs and Troops to create an on-line program guide for Pack and Troops by January of 2014.	December 2012	Rick Gariepy
3. Do a survey to the Units (face to face meeting if possible) to encourage this initiative with them,	December 2012	Rick Gariepy

explain why it is so important, give statistics on how their meetings and programs can improve with increased training among leaders, etc. Find out what they feel they need for training, and how they want to receive it, and accommodate their needs.		
4. Continue the policy that all registered adult leaders have Youth Protection Training current within the last two year.	December 2012	Rick Gariepy

Notes:

**ANNAWON COUNCIL  
BOY SCOUTS OF AMERICA  
2012-2017 STRATEGIC PLAN**

**MARKETING & COMMUNICATIONS**

**OUR VISION**

Our chartered partners, volunteers, parents and members are well informed on all opportunities available through Scouting. Members of the community at-large support Scouting and desire to participate.

**Objective 1 – Internal Communications**

The Council has effective, efficient, two-way communications between staff, volunteers, parents and members at every level of the organization.

**Strategies to Achieve the Objective:**

- Utilize a multi-channel integrated approach to communications including but not limited to phone, E-mail, mail, website, social networks, and face-to-face interactions.



- Support the planning, promotion and launch of new programs and projects put forth in the strategic plan. Help develop necessary marketing, collateral and support material.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
2. Continue to update and improve the Council Website with special emphasis on making sure the information is current and easy to access	Annual Review	Gil Garnett Webmaster
3. Continue to maintain and expand our presence on social networks	Annual Review	Gil Garnett
4. Develop a schedule of blast Emails and mailings that is coordinated with the Council Marketing Plan.	December 2012	Gil Garnett
5. Change the Council Newsletter to Constant Contact	June 2012	Mark Nelson

### **Objective 2: Marketing**

The Council's external communications and marketing efforts increase awareness of Scouting's many contributions to the community and revitalize our communities' desire to support and participate in the Boy Scouts of America.

#### **Strategies to Achieve the Objective:**

- Expand positive media coverage of Scouting.
- Inform and engage Community Leaders.
- Communicate with parents of Scout-age youth including emerging markets.
- Reconnect with Scouting Alumni.
- Capitalize on the brand equity of the Boy Scouts of America
- Emphasize "Boy Scouts of America" in all external communications and comply with National brand identity guidelines to ensure rapid recognition and affinity.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Conduct a Marketing campaign for the Venturing Event, October 6 at Camp Norse.	November 2012	Gil Garnett Bob Smith
2. Annually in July, update the Media Contact List.	Annual Review	Gil Garnett
3. Continue to maintain and expand our presence on social networks	Annual Review	Gil Garnett
4. Develop a schedule of blast Emails and mailings that is coordinated with the Council Marketing Plan.	December 2012	Gil Garnett
5. Annually, in December, update the Government Officials List.	Annual Review	Gil Garnett

### **Objective 3: Marketing and Communications Management**

The Council has an effective Marketing Committee and a comprehensive Marketing and Communications Plan.

**Strategies to Achieve the Objective:**

- Develop, implement, and evaluate a comprehensive Marketing & Communications Plan in support of the Council's strategic plan including membership, fundraising, camping, program and other significant initiatives.
- Continue to develop the Council Marketing Committee with responsibility for all facets of marketing, including public relations, media relations, promotions and advertising.
- Annually throughout the spring, research and review marketing programs and collateral material from National, other Councils and other not-for-profits to adopt "Best Practices".

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Acquire a video camera, laptop, and software to edit footage. These tools will be used in the marketing of council activities, program, and camps.	December 2012	Gil Garnett
2. Collaborate with neighboring Scout Councils to provide a coordinated effort on marketing efforts in the Massachusetts area.	December 2012	Gil Garnett
3. Retain a Marketing Firm or Person to help develop the Council Marketing Plan.	December 2012	Gil Garnett

**ANNAWON COUNCIL  
BOY SCOUTS OF AMERICA  
2012-2017 STRATEGIC PLAN**

**TOTAL FINANCIAL DEVELOPMENT**

**OUR VISION**

The Council is financially sound through a balanced funding model that addresses all current and future operating and capital needs, providing the resources necessary to achieve our vision and deliver the highest quality programs and services to the youth of the Annawon Council.

### **Objective 1 – Manpower**

**Increase the volunteer involvement in the financial development on a unit, district, and council levels.**

#### **Strategies to Achieve the Objective:**

- Select and Recruit a Council Development Vice President, Development Committee, Benefactors Dinner Chairman, Benefactor Dinner Committee, Golf Tournament Committee, and Friends of Scouting Chairman.
- Select and Recruit a District Finance Chairman for both Districts, complimented by an active Finance Committee.
- Encourage the recruitment of Unit Finance Committee members for each unit.
- Recruit the best people for the job, based on geography and location.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Select and recruit a Development Vice President	July 2012	Dennis Dion
2. Select and Recruit a Development Committee	December 2012	Council Vice President Development
3. Select and Recruit a Benefactor Dinner Chairman	June 2012	Council Vice President Development
4. Select and Recruit a Benefactor Dinner Committee	July 2012	Council Vice President Development
5. Select and Recruit a Golf Tournament Committee	June 2012	Council Vice President Development
6. Select and Recruit a Friends of Scouting Chairman	November 2012	Council Vice President Development
7. Select and Recruit District Friends of Scouting Chairman	November 2012	Cheri Catalan, Rick Gariepy
8. Select and Recruit a Council Budget Committee	September 2012	Dennis Leahy

### **Objective 2 - Operating Fund Revenue**

The Council has a diversified annual income and revenue base with healthy sustained growth that is adequate to support the program and membership growth objectives of this strategic plan.

#### **Strategies to Achieve the Objective:**

- Expand the donor base by developing increased opportunities to support Scouting through additional diverse and sustainable sources of operating funds.
- Increase average gift amounts and donor retention through increased donor recognition and cultivation.
- Increase revenue from the Popcorn Sale for both units and Council.
- Increase revenue from camping and activities through increased participation and competitive pricing.

- Implement a comprehensive donor cultivation program to increase both the gift renewal rate and average gift size.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Operate year-round camping program to achieve a positive net balance each year. Review yearend projections and performance in October to establish goals for following year.	December 2012	Council Vice President Development Mark Nelson Camp Director
2. Continue to manage all Council and District Activity budgets to produce a positive fund balance each year. Incorporate new programs, (COPE course) to grow pool of revenue. Review year end projections in September and performance in January of each year.	December 2012	Mark Nelson Roger Marsan

### **Objective 3 - Major Gift Revenue**

The Council has secured the financial resources needed to fund the capital project initiatives, ongoing maintenance needs and operating fund requirements outlined in the Strategic Plan.

#### **Strategies to Achieve the Objective:**

- Through the efforts of the Endowment Development Committee, conduct a major gift campaign to address the endowment needs of the council.
- Improve outreach efforts to business's, individual's, and foundations.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Form an Endowment Committee to contact individuals, businesses, and foundations.	September 2012	Council Vice President Endowment
2. Reach a level of \$3,300 in new Endowment Funds	December 2012	Council Vice President Endowment

### **Objective 4 - Trust Fund Preservation**

The Council has carefully managing operating expenses, evolving service delivery models and maximizing income and net revenue.

#### **Strategies to Achieve the Objective:**

- Continue to evaluate all operating expenses and allocation of resources through the work of the Budget Committee.
- Ensure trust funds are invested to maximize the return within Executive Board approved guidelines.

#### **Specific Goals to Achieve the Objective**

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Continue to manage all Council and District Activity	December 2012	Mark Nelson

<p>budgets to produce a positive fund balance each year. Incorporate new programs, (COPE course) to grow pool of revenue. Review year end projections in September and performance in January of each year. (Duplicated Objective 2- Goal 7)</p>		<p>Roger Marsan</p>
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**ANNAWON COUNCIL  
BOY SCOUTS OF AMERICA  
2012-2017 STRATEGIC PLANS**

**UNIT SERVICES**

**OUR VISION**

Continue to train an ever increasing volunteer commissioner team that meets and surpasses the needs of the units of the Council.

**Objective 1 – Journey to Excellence**

Increase the quality of the program utilizing the Journey to Excellence program on a Council, District, and Unit level.

**Strategies to Achieve the Objective:**

- Unit Commissioners is the vehicle used to train and motivate units on the goals based in the Journey to Excellence.
- Unit Commissioners understand the Journey to Excellence so they can explain the program to the units.
- The Journey to Excellence is a reason for Unit Commissioners to visit with unit leaders but also unit committees.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
2. Include JTE training/ updates at 50% of David Beberman and Steve Haws meetings and District Committee meetings, Key 3 meetings, Executive Committee meetings, and Executive Board meetings.	September 2012	Cheri Catalan, Rick Gariepy, Steve Haws, David Beberman, Andy Hebner; Roberta Gilson Dennis Dion Mark Nelson
3. Include JTE training/updates in Annual Commissioner and Blue Badge Training	September 2012	Dennis Dion Bob Howard Mark Nelson
4. Include JTE in Commissioners Service Plan	September 2012	Bob Howard

**Objective 2 – Roundtable**

Increase the quality and effectiveness of our Cub Scout, Boy Scout and Venturer Roundtable program.

**Strategies to Achieve the Objective:**

- Select, recruit, and train a Cub Scout and Boy Scout Roundtable Commissioner in each district, and a Venturer Roundtable Commissioner for the Council.
- Annual Training/Planning meeting for Roundtable Commissioners.
- Training for new Roundtable Commissioners within 90 days of recruitment.
- Build Quality Roundtable criteria so that the roundtables can be recognized for their service for providing training and service to the units.
- Plan Roundtables that are:
  - Socially fun
  - Program driven – themes. Utilize national roundtable books
  - Education of Sea Scouts, Venturers, and Explorers program at Cub Scout and Boy Scout Roundtables.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Annual Training/Planning meeting for Roundtable Commissioners.	September 2012	Bob Howard David Beberman and Steve Haws
2. Training for new Roundtable Commissioners within 90 days of recruitment.	September 2012	Bob Howard David Beberman and Steve Haws

### **Objective 3 – Council and District Service to Units**

The Council and District has the responsibility of the quality of contacts and service to the units.

#### **Strategies to Achieve the Objective:**

- Provide information for unit leaders to help them operate their units.
- Provide information on the flow and purpose of paperwork that is required to provide a quality program.
- Increase the relationship between the Council and the Charter Organizations.
- Provide the necessary youth serving executives.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Develop and maintain a Council “How to List” for units to operate. This could be a FAQ/flow chart type program for reference on the Council website.	September 2012	Bob Howard
2. Develop and maintain point of contact/paperwork flow between units and office staff.	September 2012	Bob Howard David Beberman and Steve Haws
3. All Institutional Heads are visited annually by the Andy Hebner; Roberta Gilson.	December 2012	Andy Hebner; Roberta Gilson
4. Maintain or increase the total available youth per youth serving executive ratio	December 2012	Mark Nelson

### **Objective 4 – Commissioners**

Increase the quality and effectiveness of our programs through regular Unit Commissioner Visits

**Strategies to Achieve the Objective:**

- Increase the number of quality unit visits.
- Provide training to the Commissioner staff.
- Recruit additional Unit Commissioners.
- Develop a Bob Howard Service Plan

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Attain the JTE Gold level for Unit Commissioner visits. Unit Visit Tracking System shows 25% of units are visited six times per year, or 10% and a 2 percentage point's increase.	December 2012	Bob Howard David Beberman and Steve Haws Unit Commissioner
2. Twice a year, conduct council-wide commissioner meetings	December 2012	Bob Howard David Beberman and Steve Haws
3. Recruit and train additional unit commissioners to be less than the national average of one unit commissioner for every three units.	December 2012	Bob Howard David Beberman and Steve Haws
4. Improve the communication between the Council and Commissioners by doing the following: <ol style="list-style-type: none"> <li>Monthly Commissioner meetings (September-June)</li> <li>Website/Emails</li> <li>Develop and maintain a Commissioner page for Council website.</li> <li>Develop a Commissioner Service Plan</li> </ol>	December 2012	Bob Howard David Beberman and Steve Haws
5. All commissioners use the Unit Service Plan	December 2012	Bob Howard David Beberman and Steve Haws
6. Free sample popcorn for Commissioners	December 2012	Bob Howard David Beberman and Steve Haws
7. Train Unit Commissioners by doing the following: <ol style="list-style-type: none"> <li>Commissioner Training in all monthly meetings.</li> <li>Annual Commissioner Conference</li> </ol>	December 2012	Bob Howard David Beberman and Steve Haws
8. All commissioners use the Unit Visit Tracking System	December 2012	Bob Howard David Beberman and Steve Haws
9. Develop and maintain a Unit Commissioner "How to List" for units to operate.	December 2012	Bob Howard David Beberman and Steve Haws

**Objective 4 – Voice of the Scout**

Increase the quality and effectiveness of the Voice of the Scout program.



**Strategies to Achieve the Objective:**

- Actively participate in the Voice of the Scout program and improve the Net Promoter Score on constituent surveys.

<b>Specific Goals to Achieve the Objective:</b>	<b>Date</b>	<b>Person Responsible</b>
1. Council and District Key 3's complete training webinars	December 2012	Council Key 3 District Key 3
2. Promote the Voice of the Scout and capture 60% of all registrants (youth and adult) with email addresses in Scoutnet	December 2012	Council Key 3 District Key 3
3. Twice a year, conduct council-wide commissioner meetings	December 2012	Council Key 3 District Key 3
4. Achieve an overall average Net Promoter Score of 45%	December 2012	Council Key 3 District Key 3