

**LINCOLN HERITAGE COUNCIL  
2018 - 2022 STRATEGIC PLAN**



**Vision Statement: The Lincoln Heritage Council will deliver innovative and life-changing programs that will prepare youth in our council to become responsible citizens and leaders who are guided by the Scout Oath and Law.**

Strategic Initiatives	Focus	Volunteer Chair	Staff Advisor
<b>Delivery of "non-legacy programs"</b>	Ensuring Learning all Life programs and STEM Scout programs have a clear delivery model and are aligned with council vision statement	John Combs	Jason Pierce
<b>Traditional membership growth (with a focus on underserved populations)</b>	Grow traditional membership/units/retention Development of a strong roll-out and program implementation to serve the entire family	John Fischer	David Sikes
<b>Financial Sustainability</b>	Be financially sustainable by increasing revenue sources, improving data collection and relationship management	Carl Herde	
<b>Volunteer/Staff leadership</b>	Grow numbers of volunteers; increase support. Make volunteering fun & easy Improve recruiting, training/coaching staff	Tiffany Cardwell	Matt Nash
<b>Marketing/Communication</b>	Use technology to communicate better with parents and the general public – upgrade IT	David McArthur	Jim Mahanes
<b>Program Quality</b>	Ensure program is relevant, innovative, fun and safe	Greg Sartor	Sarah Flowers

# Strategic Initiative: Non-Traditional Programs

## Initiative Chairperson: John Combs

Focus: Ensuring Learning for Life programs and STEM Scout programs have a clear delivery model and are aligned with council vision statement

Outcomes End State	Objectives Measurable results to achieve outcomes	Action Plans Tasks that accomplish objectives	Resources People, funding etc. needed	Way Points Progress is assessed/reported
All Learning for Life or STEM programs have a clear delivery model and are aligned with our council vision statement	Integrate STEM into traditional programs	Develop a strong STEM committee of educators and STEM professionals	STEM chairperson and staff	Committee recruited by August 2018
		Create NOVA/SUPERNOVA programs in a box (Kit with all the needed materials for the curriculum)	STEM Committee, funded through useage/rental fee for the box	3 boxes ready to rent by August 2018
		Increase STEM partnerships (i.e U of L, corporate, schools, non-profits)	STEM committee and board	Add two key partnerships each year
	Expand career awarness programs in all 12 pathways	Develop a strong Exploring committee of community leaders	Staff and LFL board	Committee recruited by August 2018
		Expand pathways through strong partnerships	Exploring committee and staff	2 Posts started each year
		Conduct Roundtable style meetings 3 times a year to support posts	Exploring committee and staff	First meeting in March of 2019
	Grow Adventure Camp: Increase number of school districts, schools and students participating	Build a strong Adventure Camp committee (including community leaders and educators)	LFL board and staff	First meeting by July 2018
		Study options to serve more youth outside the Metro area.	Adventure Camp Committee/staff	Review options by October 2018
		Improve quality and delivery of marketing materials to increase awareness.	Marketing Committee & Executive Staff	Draft complete by July 2018

# Strategic Initiative: Membership

## Initiative Chairperson: John Fischer

**Focus: Grow traditional membership/units/retention; Development of a strong roll-out and program implementation to serve the entire family**

Outcomes End State	Objectives Measurable results to achieve outcomes	Action Plans Tasks that accomplish objectives	Resources People, funding etc. needed	Way Points Progress is assessed/reported
<b>Grow &amp; Sustain our number of Cub Scout Packs &amp; Boy Scout Troops while increasing our Cub Scout and Scouts USA for Girls Membership</b>	Annually improve our rechartering process with a goal of 90% units rechartered and retained within the month of January by the end of 2023.	Commissioner staff and professional staff annually develop and review LHC rechartering plan by August 31st.	Council Commissioner Staff/Executive Staff	Annually Reviewed and Developed by August 31st.
		Recruit and engage more registered commissioners each year and improve upon council's unit visitations %s.	Council Commissioner Staff/Executive Staff	Reviewed Quarterly and more registered commissioners with improved unit visitation percentages
	Start 150 new Packs and Troops by 2023 (2018 = 40 2019 = 35 2020 = 30 2021 = 25 2022 = 20)	Annually identify Organizations that will establish older girl scout programs to meet our market's needs starting December 2018.	District Membership Chairs/Committees/Family Scouting Committee and District Executives	Annually
		Conduct at least 2 together plans with religious organizations annually to promote the full family of Scouting.	District Membership Committees/ Membership Committee/ Professional Staff	Annually Review with at least 2 conducted each year
		Using market share data annually start more programs in areas that we are underserving	Council & District Membership Committees/ Marketing Committee/ Marketing Director/ DFS/Executives	Annual Review of Underserved Markets

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<b>Grow &amp; Sustain our number of Cub Scout Packs &amp; Boy Scout Troops while increasing our Cub Scout and Scouts USA for Girls Membership</b>	Annually improve upon our Webelos to Scout Transition rate resulting in an increase from 55% to 70%	Recruit and Engage active District Webelos to Scout Chairs Annually.	District Membership Chairs/District Executives	October Annually
		Establish Boy Scouting Marketing for Webelos and families Boy Scouting program to Webelos and families.	Membership Committee/ Marketing Committee/Staff	August
		Establish Boy Scouting Marketing strategy for Webelos and families.	Council & District Membership Committees/ Marketing Committee/ Marketing Director/ DFS/Executives	Annually by September

# Strategic Initiative: Membership

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Outcomes End State	Objectives Measurable results to achieve outcomes	Action Plans Tasks that accomplish objectives	Resources People, funding etc. needed	Way Points Progress is assessed/reported
<b>Grow &amp; Sustain Venturing and Exploring programs and membership</b>	Established Venturing/VOA Committee is actively to supporting our Venturing Membership that will help facilitate growth opportunities leading to 5 new crews annually.	Venturing/VOA staff advisor is in place and VOA conducts annual elections and meets monthly.	Council Membership Committee/ Venturing Chair/VOA Advisor	Annual Elections & Monthly Meetings
		Facilitate exciting Venturing program opportunities council wide and supplement Council activities with Venturing opportunities.	Venturing/VOA	Annual
		Develop an annual marketing strategy/plan for venturing to existing chartered organizations and boy scouts/older scouts to encourage full family of Scouting by 2019.	Venturing VOA/Marketing Committee/ Membership Committee/ Professional Staff	Annual marketing strategy/plan by 2019
	Sustain, Retain, and Grow Career Based Exploring membership and post annually	Recruit a Career Awareness/Exploring Membership Chair by Dec. 2018 and have an active Exploring Subcommittee for Council by June 2019.	Council VP of Membership and Committee/District Membership Committees/ Executive Staff	June 2019
		Engage new career partners annually with a goal to start 5 new career based post in 2018 with a goal of 20 new by 2022	District Membership Chairs/Executives/ Council Committees	20 new posts by 2022
		Annual open house strategy starting in August 2018	Venturing/VOA Committee/District Membership Committees/ Exploring Committee/ Membership Committee/ Professional Staff	(2017 - Not currently tracked or measured) Annual Open House strategy 2018

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Outcomes End State	Objectives Measurable results to achieve outcomes	Action Plans Tasks that accomplish objectives	Resources People, funding etc. needed	Way Points Progress is assessed/reported
<b>Successfully deliver Scouting to underserved and diverse populations working through our Outreach Committee.</b>	Recruit and engage an active and fully functioning Outreach Committee in the LHC to support annual growth in fundraising/grant support, programs, membership, quality of program.	Outreach Committee meetings bi-monthly and provides support to membership, finance, and program development	VP of Outreach/Council Board/District Commttees/Council Staff	Bi-monthly meetings and growth in members, finance, and programs.
		Outreach annually facilitates weekly programming through program specialist annually improves quality of program measured by advancement, camping attendance, and council and district activity attendance.	VP of Outreach/Council Board/District Commttees/Council Staff	Weekly programming with advancement, camp and activity attendance growth
<b>Girls are successfully integrated into Cub and Older Scout program.</b>	Council Sub- Committee representative of all districts and council is established to serve as a primary resource, to support existing programs, and support to new programs.	Recruit and engage an active Family in Scouting sub-committee with at least 1 member from each district and representative of the council that meets bi-monthly through 2018-2019 to ensure we are communicating effectively with our programs, working with membership and marketing committees to create opportunities to join, and to onboard our new girl members/families to the best of our ability.	Council VP of Membership/District Membership Chairs/District Committees/ Commissioner Staff/Marketing Committee/ Executive Staff	Bi-monthly 2018-2019
		Determine which Chartered Organizations will be incorporating girls into their Cub Scouting programs 2018 and Older Scout Program 2019.	District Family Scouting Committee Members/ Committees/ Executive Staff	April & December 2018
		Provide additional training dates and/or briefings throughout council to support units as needed.	District and Council Training Teams and Family Scouting Committee/ Training Staff Advisor/DFS	July and December 2018 & January 2019 and reviewed annually

# Strategic Initiative: Financial Sustainability

Initiative Chairperson: Carl Herde

**Focus: Be financially sustainable by increasing revenue sources, improving data collection and relationship management**

Outcomes End State	Objectives Measurable results to achieve outcomes	Action Plans Tasks that accomplish objectives	Resources People, funding etc. needed	Way Points Progress is assessed/reported
<p><b>Enhance relationship management with corporate, foundation, and individual constituents across our Council</b></p>	<p>1. 100% of LHC staff members are trained for their role on how to use Blackbaud CRM software</p>	<p>Senior Management and Development Team and support staff attend training in Nashville, 2018.</p>	<p>Senior managers, National staff, travel time and expense</p>	<p>Q2 2018</p>
		<p>DE's are trained in-house by Development Director within 60 days of hiring.</p>	<p>Development Director serves as trainer to ensure consistent training and expectation.</p>	<p>Within 60 days of hire</p>
	<p>2. A year-round plan for donor cultivation exists to prospect and evaluate current and future donors. Strategies include digital, print and personal communication.</p>	<p>Top 50 Donors Identified and assigned to Senior Management for regular follow-up and cultivation calls.</p>	<p>Senior Managers, Finance Secretary</p>	<p>Q4 2018 begin; quarterly checkpoints with assigned staff</p>
		<p>Annual Donor Newsletter developed for all donors who give \$500 and up.</p>	<p>SE, PR / Marketing Director, Postage and printing costs</p>	<p>Q3 2019</p>
		<p>Donor recognition events held in strategic locations throughout Council territory (i.e. Metro Louisville, Paducah, Bowling Green ,Owensboro, etc.)</p>	<p>SE, Dir of Development, Development Directors, Program staff, meal and activity costs</p>	<p>2019</p>
	<p>3. 100% of donors fall into new Recognition Categories which are used to upgrade prospects for future giving.</p>	<p>Develop recognition categories by dollar amount</p>	<p>SE, Director of Development</p>	<p>Q3 2018</p>

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Enhance relationship management with corporate, foundation, and individual constituents across our Council	4. Endowment Committee is reestablished with focus on doubling endowment fund in next ten years.	Identify and recruit top prospects to serve on committee.	SE, Director of Development	Q2 2018
		Conduct annual endowment seminar	SE, Director of Development, Development Staff, National Staff	Q4 2018
Plan and conduct the premiere special events and annual campaign of our region utilizing the talents and network of top-level volunteers.	Establish key metrics and a minimum ROI for each event / campaign.	Evaluate each special event / campaign to determine staff cost and real costs to conduct event.	SE, Development Staff, Development Committee volunteers	Q1 2019
	Elevate the Fleur-de-Lis Fling! to a signature "friendraising" event and double corporate sponsor investments by 2022.	Recruit top-level corporate sponsor committee tasked with securing additional sponsors.	SE, Director of Development, Development Committee volunteers	Q2 2018
		Engage YPAL and other groups to secure "after-party" ticket sales	Development Staff, Fling Committee	Q2 2018
		Promote future special events at each special event.	Development Staff, Fling Committee	Q3 2018
	Develop top volunteer / committee succession plan to enhance engagement and to "Be Prepared" for future success.	Form Steering Committee for each special event / campaign to recruit top-level Chairs and committee members. Recruit a Co-Chair who is tasked with serving a Chair for the following year. Announce future year Chair at current year event.	Director of Development, Development Staff, Development Committee Volunteers, SE	Q3 2018 for 2019 Q3 2019 for 2020 Q3 2020 FOR 2021 Q3 2021 for 2022



# Strategic Initiative: Financial Sustainability

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Outcomes End State	Objectives Measurable results to achieve outcomes	Action Plans Tasks that accomplish objectives	Resources People, funding etc. needed	Way Points Progress is assessed/reported
Communicate effectively with constituents through digital and print communications.	100% of donors receive at least one piece of communication from the LHC annually.	Capture relevant data from constituents at all events	Development Staff; Marketing PR Director	Q1 2019
		Find local firm to manage annual digital marketing campaign.	Development Staff; Development Committee	Q3 2018
		Solicit Eagle Scout, alumni, or college interns to assist with cleaning up database	Development Staff	Q3 2018

# Strategic Initiative: Volunteer / Staff Leadership

Initiative Chairperson: Tiffany Cardwell

Focus: Grow number of volunteers and increase support; Make volunteering fun and easy

Outcomes End State	Objectives Measurable results to achieve outcomes	Action Plans Tasks that accomplish objectives	Resources People, funding etc. needed	Way Points Progress is assessed/ reported
Grow the number of Volunteers	Increase the number of youth serving volunteers annually - individuals working with the youth by 2%.	Create a New - Volunteer Recruitment Committee	District Committee's, council Champion, Fall Recruitment Chairs, YouTube video	Committee formed and 1st meeting by June 30th 2018
		Create Job Description and have each District recruit a Volunteer Recruitment Champion.		Vol. Recruitment Champions recruited by Aug. 2018
		Develop recruitment plan to specifically recruit Den Leaders and Asst. Den Leaders.		2X Annual report on % growth
	Increase the number of volunteers supporting scouting - Friends of Scouting, Special Event, Board, individuals not working directly with the youth.	Community and Corporate Partnership Campaign to increase Volunteering at key council events.	Staff assigned, corporate chairs, district committee, Nominating Committee, civic organizations	number of adults and number Corporate Partners reviewed quarterly
		Community Volunteer Challenge - One week focused on recruiting community and business volunteers.		2 X annually conduct Community Vol. Challenge in each District
	Increase support for volunteers	Make onboarding new volunteers as easy and user friendly as possible	Develop a Council onboarding plan for unit level volunteers.	Volunteer Recruitment Champions, Volunteer Recruitment Committees

# Strategic Initiative: Volunteer / Staff Leadership

Initiative Chairperson: Tiffany Cardwell

Focus: Grow number of volunteers and increase support; Make volunteering fun and easy

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Recruit, Train, and Coach LHC Staff	Increase staff and LHC Board member partnerships and mentoring.	Assign each staff member with a LHC Board Member as a mentor	LHC - Management Team, Board List, Staff List, Staff Assignment List, Board Committee Lists	All Staff assigned a board member by December 2018
				Staff and Board member to meet 2 times annually
Increase and maintain strong relationships with Scouting alumni	Create Semi-annual Alumni newsletter giving council highlights & how to connect.	Develop Newsletter template and what stories are needed for each issue.	Council Marketing Committee, District Communication Chairs, and District Alumni Chair	Newsletter sent Mid Year and End of Year
		Recruit Council/ District Alumni Chairs		All Chairs recruited by End of Year
		Create database for newsletter and process for updating database and sending newsletter.		Add new alumni monthly and 2 X annually update list
	Annual Scouting Alumni reunion (Eagle Scouts, Camp Staff, Yearly recognition of one Scouting Alumni and where they are now)	Annual nominations for the Scouting Alumni Award due by March each year.	Camp Staff Alumni Chair, Council Scouting Alumni Committee, Event Sponsor	Chair recruited and date set by December each year
		Annual Reunion event planned for one Saturday afternoon during Summer at Camp Crooked Creek.		Nomination forms collected from Nov. - March annually
	Track, find, and communicate with Scouting Alumni throughout the LHC	Develop and implement a Scout for Life Package allowing alumni to stay connected through newsletters, e-mails, and ticket to the annual scouting Alumni Reunion for a small annual fee	Council Marketing Committee, District Communication Chairs, and District Alumni Chair	Number of Alumni registered as Scout's for Life annually each year and number of Alumni Sponsorships

# Strategic Initiative: Marketing/Communication

Initiative Chairperson: David McArthur

## Focus: Use technology to communicate better with parents and the general public; upgrade IT

Outcomes End State	Objectives Measurable results to achieve outcomes	Action Plans Tasks that accomplish objectives	Resources People, funding etc. needed	Way Points Progress is assessed/reported
Develop, launch and maintain an engaging and user focused website.	1) Develop, build and launch functional website by: December 14th, 2018 November 2018	1) Select company/volunteer for website build/creation.	Marketing Com. & Executive Staff	June 2018 (New Front Page by August) (Images of Girls)
		2) Conduct internal and external survey of website visitors and customers to obtain feedback necessary to improve and build. Also obtain information using a best practice approach from other Scout Councils in the BSA.	Marketing Com.	Jul-18
		3) Determine site structure based on audience needs and overarching site goals.	Marketing Com. & Budget (up to \$20,000)	Aug-18
	2) Establish engagement metrics / goals as part of annual review of website functionality, usage, and content.	Develop guidelines for updates of website.	Marketing Com.	Guidelines by 10/1/18
		Annual website review and planning as part of marketing plan.	Marketing Com. including Communication Chairs	First development by 7/1/19
		Annual utility survey among LHC member population to determine functionality as information source.	Sub-Com. of marketing.	First survey 12/1/19
	3) Create a sustainable maintenance plan for ongoing website content and technology updates after the launch of the site.	Develop Subcommittee for Website Oversight.	Marketing Com.	Sept/Oct. (Chair by July)
		Build a process for ongoing website updates and maintenance. Including how users will update the website, how to submit requests for updates, regular technology upgrades, and how to make major changes to site (if agency partner is used).	Website Sub Com.	Sept/Oct.
		Determine levels of access, who will have access on each level, and what type of updates each user is responsible for.	Marketing Com. & Executive Staff	November

# Strategic Initiative: Marketing/Communication

Initiative Chairperson: David McArthur

**Focus: Use technology to communicate better with parents and the general public; upgrade IT**

Outcomes End State	Objectives Measurable results to achieve outcomes	Action Plans Tasks that accomplish objectives	Resources People, funding etc. needed	Way Points Progress is assessed/reported
Provide clear and consistent communication through the entire Council	1) Establish guidelines for district level communicators.	1) Identify areas of communication missing from council/district level that would be appropriate for the District Communication Chair to manage and develop guidelines	Marketing Com. & Director	July 2018
		2) Recruit and Engage District Communication Chairs.	District Chairs, Field Executive Staff, Marketing Com./ Director	June 2018
		3) Ensure the district level communicators have access to messaging / brand guidelines and a clear understanding of how to implement. Impliment quarterly meetings.	Determine resource "portal" for guidelines to be shared and stored for easy reference.	September 2018
	2) Develop an annual LHC communications plan by: December 14 , 2018 (combined into Mar/Comm Plan - see below)	1) Gather comprehensive list of all annual district level communications.	Dist. Com. Chairs, Marketing Com./Director, Field Exec. Staff.	October 2018
		2) Ensure that all council and district level communications are complimentary, consistent and each provide additional information to eliminate duplicate or unnecessary communication.	Marketing Com./Director, Dist. Com. Chairs	Ongoing
		3) Highlight areas for District and Council emphasis and development.	Marketing Com. & Com. Chairs	October 2018

# Strategic Initiative: Marketing/Communication

Initiative Chairperson: David McArthur

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Outcomes End State	Objectives Measurable results to achieve outcomes	Action Plans Tasks that accomplish objectives	Resources People, funding etc. needed	Way Points Progress is assessed/reported
Provide clear and consistent communication through the entire Council	3) Ensure that communication channels are serving the needs of the desired audiences.	Conduct communications survey (in conjunction with website user survey) to determine how current communication is viewed by audience.	Marketing Com., Dist. Com. Chairs	Annual Review July 1, 2019
		Identify if there are under utilized channels of communication.	Marketing Com. Dist. Com. Chairs	April 2019
		Partner with other council committees as it relates to finance, program, and membership to reach new donors, participants, and members.	Marketing Com.	Ongoing
Leverage technology to reach new audiences about our innovative and life changing programs	Develop an annual LHC marketing plan by: May 2019 (combined into Mar/Comm Plan - see above)	Gather comprehensive list of current marketing efforts	Professional Staff/Marketing Com.	December 2018
		Develop list of potential marketing opportunities	Membership Market Analysis/Donors/Current Customers	February 2019
		Develop marketing tools needed based on marketing plan.	Website/Social Media/Collateral Materials/Marketing Com./Budget	March 2019
	Build messaging / brand guidelines for internal usage so that there is consistency on how the LHC brand is being communicated.	Build brand standards for LHC branding. This should include how to logo usage, colors, tag lines, and how to apply assets in daily communication including event flyers, emails, etc.	Marketing Com.	September 2018
		Build messaging guidelines for key topics. (I.e. Family scouting)	Marketing Com.	October
		Provide training on branding if needed.	Marketing Com. & Director	November

# Strategic Initiative: Program Quality

Initiative Chairperson: Greg Sartor

Focus: Ensure program is relevant, innovative, fun and safe

Outcomes End State	Objectives Measurable results to achieve outcomes	Action Plans Tasks that accomplish objectives	Resources People, funding etc. needed	Way Points Progress is assessed/reported
<b>Develop a program that engages the entire family in Scouting</b>	Increase number of family programs in the council to three by 2022	*Review current list of council activities. Modify or create council activities that would invite the entire families	*District/ Council Program Committee *Partnering with the Girl Scouts/AHG/4H	*Review annually the changes December 2022
	The three events need to be innovative council events that invite/encourage participation from the entire family	*Review annually council calendar to ensure a minimum of 3 events are geared toward the family of Scouting *Incorporate components into the current programs that appeal to both boys and girls	*District Program Chairs and Committees *Event Chairs *Baby Sitters for youth under 5	*Compare in November 2019-2022 year over year attendance
	Send four newsletters to Charter organization to ensure unit (Pack, Troop and Crews) involvement in program events for the family of Scouting	*Send event promotion materials to unit leadership encouraging them to work with Charter organizations youth programs to collaborate all youth activities within the organization	*Training on how the Charter Organization youth programs operate *Communication with the COR	*Compare COR youth programs vs. scouting involvement December each year 2019-2022

# Strategic Initiative: Program Quality

Initiative Chairperson: Greg Sartor

Focus: Ensure program is relevant, innovative, fun and safe

Outcomes End State	Objectives Measurable results to achieve outcomes	Action Plans Tasks that accomplish objectives	Resources People, funding etc. needed	Way Points Progress is assessed/reported
<p><b>Provide quality council and district events that gives Scouts activities beyond what an individual unit can provide</b></p>	<p>Deliver two different signature events during (2018-2021) that will maximize participation throughout the council</p>	<p>*Continue with Patriot Games in 2020 *Develop and Deliver a new event in 2019 or 2021 *Identify a chairman for each event *Each event should be on the council calendar at least 18 months prior to the event</p>	<p>*State/Local Parks *LHC Board, Council Committee *Corporate Sponsors</p>	<p>May-19</p>
	<p>Market and implementing best practice of council and district events throughout the council by having materials prepared 6 months in advance</p>	<p>*Work with the council marketing and PR committee to ensure materials provided are available on our web site, social media channels and via our email communications</p>	<p>Event Committees, Day Camp Staff, District Program committees, Leaders guides, Wrap up template, surveys</p>	<p>Digital Library of assessments of each council and District event. Using survey results to determine overall success of each event, by November each year 2019-2022</p>
	<p>Increase the number of units attending a High Adventure opportunities by 5% , so that each Scout has the chance to experience at least one High Adventure during their Scouting career</p>	<p>*Schedule at least one National High Adventure Trek each summer *Create a library of low cost trek plans, share digitally, throughout the council</p>	<p>"Aged out" Scouters, College Reserve Scouters, High Adventure commissioners</p>	<p>Available January 2019</p>



# Strategic Initiative: Program Quality

Initiative Chairperson: Greg Sartor

Focus: Ensure program is relevant, innovative, fun and safe

Outcomes End State	Objectives Measurable results to achieve outcomes	Action Plans Tasks that accomplish objectives	Resources People, funding etc. needed	Way Points Progress is assessed/reported
<p><b>Give Scouts the opportunity to utilize safe and accessible Scout Camps</b></p>	<p>*Maintain 40% of LHC Scouts attending a Council Summer Camp *By 2022 increase total number of LHC Scouts attending a council summer camp by 50%</p>	<p>*Send news letters to all Scout Leaders Regarding camp (4) *Weekly Facebook Post about what is going on at camp that summer *Snap Chat post(12) regarding Camp to get kids excited about what they will do</p>	<p>District Camping Chair, Roundtables, Unit presentations, OA involvement</p>	<p>End of the summer season each year 2019-2022</p>
	<p>Host (2) district events at each of the council owned properties</p>	<p>*Email blast that are about the camp properties, noting accessibility of council properties to units and district *Increase awareness about renting/using camp for your units camping needs via social media, and all communications we send out *Flyers about our camp properties and what they offer at all roundtables and district committee meetings</p>	<p>Email, Roundtable, District Committees, Properties Committee, Facility and fee chart</p>	<p>By Program Preview each year August 2019-2022</p>
	<p>Increase unit camping at all our Council owned camps by 5%, allowing youth to experience what is available to them year round</p>	<p>*Encourage units to hold their own hikes or weekend camps at unfamiliar council owned properties by promoting our properties *Camp reservation flyers available at roundtables, district committee meetings. Email blast communications to units specifically showing off our camp properties</p>	<p>Camp Master Corps, Order of the Arrow, Rangers, Roundtable, Direct emails, program preview flyers</p>	<p>Review in December each year 2019-2022</p>