



**Great Southwest Council**

# **STRATEGIC PLAN**

April 11, 2019

## STRATEGIC PLAN

### **1 Program: Maintain the Quality and Integrity of the Scouting Programs the Great Southwest Council Delivers to our Units and Chartered Organizations. (VP Program)**

#### **1.1 Activities and Civic Service: Provide effective, high quality programs that maximize the Council's resources.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
1.1.1 Inter-District Activities: The program committee will continue to encourage inter-district collaboration on activities that produce a quality program.	Three inter-district events each year	01/31/20
1.1.2 Scouting for Food: The program committee will continue to grow SFF by ensuring all districts participate in the program.	Four districts participate	01/31/20
1.1.3 Community Partnerships: Build a partnership with communities within the Council to promote scouting projects.	Five community service partnerships	01/31/20

#### **1.2 Advancement: Increase advancement of youth.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
1.2.1 Advancement Training: Promote advancement training for all new programs.	Four districts conduct advancement training	01/31/20
1.2.2 Merit Badge Counselor Czar: Recruit a volunteer with IT skills who can maintain the Council's master list of merit badge counselors and ensure all counselors are qualified and eligible to serve.	Czar recruited	09/30/19
1.2.3 Cub Scout Advancement: Increase the percentage of Cub Scouts earning rank advancement to 72%, or 60% and two percentage points increase from 2018. <b>(JTE #8)</b>	Percentage increase	12/31/19
1.2.4 Boy Scout Advancement: Increase the percentage of Boy Scouts earning rank advancements to 44%, or two percentage points increase from 2018. <b>(JTE #9)</b>	Percentage increase	12/31/19

#### **1.3 Training: Increase and enhance volunteer training.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
1.3.1 Training Slides: Create a standardized set of PowerPoint slides for district training chairs to utilize.	Slides created and made accessible	09/30/19
1.3.2 Advertising Training: Improve advertisement of training opportunities by increasing number of invitations sent and improving quality of information sent to district roundtables and on Council website.	Increased training attendance	01/31/20

1.3.3 Brownsea Training: Improve and standardize Brownsea 22 curriculum.	Curriculum changes complete	01/31/20
1.3.4 Unit Leader Training: Achieve 50% of direct contract leaders trained, or 40% and two percentage points increase from 2018. <b>(JTE #18)</b>	Actual training percentage	12/31/19

#### 1.4 Increase Day Camp Participation and Enhance the Experience.

Council Goals	Measure	Deadline
1.4.1 NCAP: Each day camp will meet the 2019 National Camp Accreditation Program with no more than 2 deviations and 0 noncompliance marks.	Accreditation visits	12/31/19
1.4.2 Certification: Have at least two professional staff members be certified by the National Camping School in day camp administration.	Attendance at NCS by two staff members	12/31/19
1.4.3 Day Camp Succession: Each day camp will create a succession plan for future camp and program directors.	Plan accepted by Program VP	01/31/20
1.4.4 Increased Attendance: Increase the percentage of Cub Scouts attending day camp, family camp and/or resident camp to 90%, or 60% and two percentage points increase from 2018. <b>(JTE #10)</b>	Camp attendance data	12/31/19

#### 1.5 Increase Community Service.

Council Goals	Measure	Deadline
1.5.1 Reporting of Service Hours: In consultation with the Council Commissioner, develop a plan for improving reporting of service hours by units.	Present plan to Executive Committee	01/31/20
1.5.2 Increase Community Service: Increase the amount of community service hours provided by youth members, leaders and other participants to average eight hours per youth member, or five hours and 0.2 hour growth from 2018. <b>(JTE #12)</b>	Hours increase	12/31/19

**2 Membership: Increase Opportunities for Youth to Participate in Cub Scouts, Boy Scouts, Venturing, and Exploring. (VP Membership)**

**2.1 Market Share: Increase market share.**

<b>Council Committee Goals and District / Staff / Volunteer Goals</b>	<b>Measure</b>	<b>Deadline</b>
2.1.1 District Membership Committee: Build each district's membership committee to three to five members.	Minimum of 12 district members	01/31/20
2.1.2 Membership Volunteer Training: Conduct an annual training for all district and unit membership volunteers.	Complete training	12/31/19
2.1.3 Venturing Committee: Recruit a Venturing committee consisting of a chair person and three to five committee members.	Committee members recruited	01/31/20
2.1.4 Market Share Increase: Increase market share, including Learning for Life participants, to 3.5% density. <b>(JTE #4)</b>	Density achieved	12/31/19
2.1.5 New Member Coordinator Training: Conduct a Council-wide training for units concerning New Member Coordinator role.	Training event held	12/31/19
2.1.6 New Member Coordinator Registration: 15% of community packs to have registered a NMC.	Percentage achieved	01/31/20

**2.2 Membership Growth: Increase community membership by 2%.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
2.2.1 Membership Campaigns: Conduct a spring and fall membership campaign in each district.	Campaigns executed	12/31/19
2.2.2 Increase Registered Youth: Increase number of registered youth to achieve growth in overall membership. <b>(JTE #5)</b>	Increased youth	12/31/19
2.2.3 New Member Recruiting: Increase number of new youth recruited to achieve (1) new Cub Scouts representing at least 3% of TAY, or increase in recruiting of new Cub Scouts by 1%. <b>(JTE #6)</b>	Increased youth	12/31/19
2.2.4 Youth Retention: Improve retention rate of youth members to 67%, or two percentage points increase from 2018. <b>(JTE #7)</b>	Improved rate	12/31/19
2.2.5 Create Separated Youth Survey: Create an exit survey.	Survey created	11/30/19
2.2.6 Conduct Separated Youth Survey: Conduct an exit survey with parents of separated youth annually.	All youth contacted annually	12/31/19
2.2.7 Teen Youth Program Organizations: Form partnerships with community organizations that currently have a teen youth program and encourage the use of Venturing as a resource.	Form partnerships	01/31/20
2.2.8 Family Scouting Implementation: Grow girl Cub Scout and Scouts BSA youth.	400 girl Cub Scouts and Scouts BSA	12/31/19

**2.3 Cub Scout Unit Growth: Grow number of community Cub Scout packs by 1%.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
2.3.1 Community Partnership Surveys: Conduct community partnership surveys every two years to ensure new unit market is updated.	Surveys every other year	12/31/19
2.3.2 Benefits of Scouting: Identify and target chartering organizations to sell on the benefits of Scouting, especially in underrepresented communities.	Ten new charter partners in each district	12/31/20
2.3.3 Principal Luncheons: Participate in an event for Albuquerque Public Schools principals.	Event held	01/31/20

**2.4 Exploring/Venturing Membership: Increase membership in Exploring/Venturing.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
2.4.1 Membership Campaigns in Posts: Assess and encourage membership campaigns in each Explorer post annually.	Each post conducts a campaign	12/31/19
2.4.2 New Posts: Organize three new law enforcement Explorer posts with the New Mexico State Police.	Organize posts	12/31/19

**2.5 STEM Growth: Maintain and Enhance STEM Program.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
2.5.1 Recruit a STEM Steering Committee of three to five members.	Committee recruited	09/30/19
2.5.2 Add to Council's existing STEM labs three new, self-funded and self-sustaining labs.	New labs established	09/30/20

**2.6 Overall Unit Growth: Increase the number of new community units in 2019 or retain at least 90% of existing units. (JTE #14)**

**3 Properties: Provide Safe, Relevant, and Functional Facilities to Support the Scouting Programs within the Great Southwest Council that will Meet the Interests and Needs of our Youth and Volunteers. (VP Properties)**

**3.1 Camp Maintenance Fund: Establish the Gorham Scout Ranch Fund to support ongoing maintenance to the property.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
3.1.1 GSR Maintenance Fund: Establish a separate GSR maintenance fund.	Fund established	01/31/20
3.1.2 GSR Maintenance Budget: Develop an annual GSR maintenance budget listing all known annual expenses to ensure funds are available yearly to run camp.	Budget presented to Executive Committee	11/30/19

**3.2 Annual Maintenance Plans: Develop operation and maintenance plans for Gorham Scout Ranch and Campbell Scout Ranch in 2019.**

**3.3 Camp Master Plan: Complete Gorham Scout Ranch master plan and develop master plan for Campbell Scout Ranch.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
3.3.1 GSR Master Plan: Complete Santa Fe County required master plan for GSR (to include enhancements in 3.4).	County approval	12/31/19
3.3.2 CSR Master Plan: Complete a master plan for CSR including phases for development and establishing budgeting needs.	Plan presented to Executive Committee	09/30/19

**3.4 Camp Enhancements: Plan and fund property enhancements for Gorham Scout Ranch and Campbell Scout Ranch.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
3.4.1 CSR Sign and Gate: Secure funding for design and construction of the CSR sign and gate.	Funding complete	01/31/20
3.4.2 GSR Latrine: Secure funding for replacement of lodge latrine at GSR.	Funding complete	01/31/20
3.4.3 GSR Pool & Well House: Stucco pool and well house.	Work complete	8/31/19
3.4.4 GSR Shooting Facilities: Secure funding for construction of a shotgun platform and cowboy action shooting range at GSR.	Funding complete	05/31/19
3.4.5 Relocation of Staff Camp: Review the feasibility and establish a plan to relocate GSR staff camp to the current Frijoles location.	Plan presented to Executive Committee	09/30/19

3.4.6 ATV Off-Season Use: Develop plan for off-season use of ATVs at GSR.	Plan presented to Executive Committee	06/30/19
3.4.7 Camp Security: Develop a camp security plan for GSR. This will include identifying visitors and steps for responding to intruders.	Plan presented to Executive Committee	05/31/19
3.4.8 Handicraft Shelter: Pour concrete slab for handicraft shelter	Slab complete	06/01/19
3.4.9 Re-Assess Camp Layout: Evaluate possibility of relocating first year campers and Scoutcraft to Sierra Mosca and Solo Pino.	Plan presented to Executive Committee	06/01/19

**4 Camp Promotions: Increase Participation in Camping and Outdoor Programs at Gorham Scout Ranch, Campbell Scout Ranch and Other Facilities. (VP Camping and Outdoor Programs)**

**4.1 Camp Promotion: Promote camping at Gorham Scout Ranch.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
4.1.1 Gorham Scout Ranch Trading Cards: The Order of the Arrow will create GSR Trading Cards and supporting media.	Production of cards	08/01/19
4.1.2 Boy Scout Camp Promotion: The Order of the Arrow will conduct a GSR camp promotion presentation to 50% of Boy Scout troops between August 1 and December 31, 2018.	Number of presentations	12/31/19
4.1.3 Survey: The camp promotion committee will create, distribute and evaluate a survey to all troops about camp program seeking input for future enhancements.	Completion of survey	01/31/20
4.1.4 Social Media: The camp promotion committee will create a social media strategy to promote GSR. This strategy will consider use of geo-fencing, Google and YouTube.	Creation of strategy	01/31/20

**4.2 Boy Scout Camping: Promote Boy Scout camping and outdoor programs.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
4.2.1 Increase Boy Scout Camping: Increase the percentage of Boy Scouts attending long-term camp and high adventure programs to 80%, or 67% and two percentage points increase from 2018. <b>(JTE #11)</b>	Camp/program participation	12/31/19



**5 Unit Service: Provide to Chartered Organizations and Units the Services that Enable Them to Use the Scouting Program Effectively. (Council Commissioner)**

**5.1 On-Time Rechartering: Achieve on-time rechartering of units.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
5.1.1: Recharter Packets: Work with district commissioners to ensure 80% of recharter packets are submitted to the Council office this year.	80% of unit recharter packets submitted to council office	12/31/19
5.1.2: Processing of Unit Charters: Council office will process and post 80% of unit charters.	80% of charters posted	1/31/19

**5.2 Increase Unit Contacts and Unit Performance**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
5.2.1 Unit Contacts: Achieve 45% of units having six or more assessments, including at least one detailed assessment, recorded in Commissioner Tools. (JTE #15)	45% of units have six or more assessments, including at least one detailed assessment	12/31/19
5.2.2 Unit JTE Performance: Achieve 75% of the units in each district qualifying for Bronze Level or higher.	75% of units achieve Bronze or higher	12/31/19

**5.3 Effective Unit Service: Ensure effective unit service is provided to each unit and chartered organization.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
5.3.1 Unit Commissioner Ratio: Maintain the ratio of one unit commissioner for no more than three units.	One unit commissioner for every three units	12/31/19
5.3.2 Commissioner Training: 80% percent of commissioners have completed basic training.	80% of commissioners have completed basic training	12/31/19
5.3.3 Community Pack Commissioners: 100% of units have a commissioner assigned.	Commissioners assigned	12/31/19

**5.4 Partnership for Scouting: Expand unit participation in the Partnership for Scouting program**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
5.4.1 PFS Unit Percentage: Recognize 33% of units as Partner Units.	33% of units qualify	01/31/20

5.4.2 PFS Report: Develop report on Partnership for Scouting status and proposed changes to PFS requirements.	Report presented to Executive Committee	06/30/19
5.4.3 Promotion of PFS: Improve promotion of PFS to units by updating the PFS brochure, providing additional information to units on the benefits of PFS and creating a “benefits calculator” on the Council website.	Increased percentage of Partner Units	01/31/20

**5.5 Overall Unit Growth/Retention: Increase the number of new units organized and have at least one female troop for every 10 community male troops (or portion thereof) in 2019. (JTE #14)**

**6 Marketing: Promote the Overall Favorable Public Awareness of the Boy Scouts of America in the Great Southwest Council Service Area. (VP Marketing)**

**6.1 Promote Scouting Values: Market the benefits of Scouting to prospective parents, potential donors, and the community.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
6.1.1 Outdoor Media: Solicit donations of outdoor media, such as billboards to publicize the Scouting message.	Donations obtained	01/31/20
6.1.2 Event Promotion: Promote council service events such as Scouting for Food and Eagle projects to the news media.	Promote activity at two council events annually	01/31/20
6.1.3 Community Media: Participate in two community media programs each year on radio or TV.	Two events per year	01/31/20
6.1.4 Fall Recruitment Campaign: Create an image enhancement campaign using radio and television to promote the Council's fall recruitment campaign.	Media exposure	07/31/19
6.1.5 Cloud File: Investigate creation of a file in the cloud consisting of photographs and documents.	Recommendation to Executive Committee	01/31/20
6.1.6 Upgrade Social Media Strategy: Upgrade Council's social media strategy including creation of Instagram account, Facebook advertising and geo-fencing for schools concerning recruitment night.	Upgrades in place	01/31/20
6.1.7 Institute program of issuing regular press releases on behalf of Council, concerning news such as volunteer positions, service projects and fundraising events	Press releases issued	01/31/20
6.1.8 Enhance Radio Strategy: Update Council radio spot and send to radio stations. Create radio spot for Spanish language stations.	New radio spots released	07/31/19
6.1.9 Produce Day Camp Video: Create video promoting day camp. Send link to all Council members and include link on website and in newsletter.	Video link distributed	07/31/19

**7 District Operations: Support Improvement in District Performance. (VP Operations)**

**7.1 Full District Operating Committees: Assist recruitment of full district operating committees in each district to ensure the necessary membership, program, finance, and unit service functions are performed by the districts.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
7.1.1 District Nominating Committee Process: Each district will receive training on the district nominating committee process.	All nominating committee chairs trained	8/30/19
7.1.2 Quality Leadership: Using the standard district organization chart and the district nominating committee process, recruit quality leadership to ensure each function is filled.	Key positions filled	12/31/19
7.1.3 District Committee Leadership Recruitment: Have a district chair and commissioner registered for each district and an average of 21 volunteers per district serving on district committees. <b>(JTE #17)</b>	Volunteer increase	12/31/19
7.1.4 Friendstorming: Conduct at least two Friendstorming sessions with district committees to boost district volunteer recruitment.	Friendstorming sessions held	12/31/19

**7.2 Training and Communications: Ensure all district level volunteers are trained, and good communication exists between the Council and district volunteers.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
7.2.1 District Volunteer Training: Provide district level volunteer training annually.	Operating Committee trainings held	12/31/19
7.2.2 Operating Committee Meetings: Conduct two district operations meetings per year with district Key 3's.	Semi-annual meetings held	12/31/19

**7.3 Charter Partners: Enhance Council's relationships with charter partners.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
7.3.1 Charter Partner Visits: Visit with charter partners to ensure the continuation and growth of these partnerships. Visits to be conducted by professional staff or key district volunteer in collaboration with commissioners and Vice President of District Operations.	100% of charter partners visited	01/31/20

**7.4 District JTE Performance: All four districts to achieve medal status in 2019, including two Gold Level districts.**

## 8 Finance: Responsibly Manage the Council's Debt. (VP Finance)

### 8.1 Develop and execute cost containment plan.

Council Goals	Measure	Deadline
8.1.1 Develop Plan: Evaluate council expenses and report to Key 3 and Executive Committee on cost containment plan.	Plan presented to Executive Committee	09/30/19
8.1.2 Execute Plan: Oversee implementation of cost containment plan adopted by Executive Committee.	Plan executed	01/31/20

### 8.2 Develop and execute reserve funding plan.

Council Goals	Measure	Deadline
8.2.1 Develop Plan: Evaluate establishment of reserve fund to replace the Council's line of credit and report to Key 3 and Executive Committee on plan for establishment of reserve fund.	Plan presented to Executive Committee	9/30/19
8.2.2 Execute Plan: Oversee establishment and funding of reserve fund.	Plan executed	01/31/20
8.2.3 Modify Financial Statements: Add reserve fund as a separate line item in financial statements.	Line item added	07/31/19

### 8.3 Debt Management

Council Goals	Measure	Deadline
8.3.1 Keep Payments to National BSA Current: Maintain debt reduction payments on Council debt to National BSA.	Current payments	01/31/20
8.3.2 Cash Flow Statements: Continue providing to Executive Committee monthly cash flow statements.	Statements distributed	Ongoing

### 8.4 Subleasing of Council Building

Council Goals	Measure	Deadline
8.4.1 Develop Plan: Create a plan for subleasing of excess space in building to office users	Plan presented to Executive Committee	09/30/19
8.4.2 Market Excess Space for Sublease: After approval of plan for subleasing excess space, market the space.	Excess space marketed	01/31/20

### 8.5 Fiscal Management

Council Goals	Measure	Deadline
8.5.1 Assets to Expenses Ratio: Maintain positive unrestricted net assets in Council operating funds supporting annual operating expenses to achieve a 0.25 ratio, or 0.08 ratio and increase of 2% (surplus, plus or minus transfers) of such assets over expenses compared to 2018. (JTE #1)	Ratio established	12/31/19

**9 Development: Increase Council Fundraising. (VP Development)**

**9.1 Friends of Scouting Campaign: Increase FOS revenues by 10%.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
9.1.1 Family FOS Presentations: Conduct family FOS presentations at 90% of all packs and troops before March 15.	Presentations made	12/31/19
9.1.2 Community Campaign: Organize a community district campaign in Rio Grande in 2019, Sandia in 2020, Sangre de Cristo in 2021 and San Juan Mountains in 2022. Recruit volunteer teams for each district including a leader, captains, and team members.	Create campaign and recruit volunteers	12/31/22

**9.2 Special Events: Increase net proceeds of special events by 10%.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
9.2.1 Eagle Banquet: Increase net proceeds of Eagle Scout Banquet by 10%.	Net proceeds increase	03/31/19
9.2.2 Sporting Clays: Increase net proceeds of Sporting Clays Tournament by 10%.	Net proceeds increase	10/31/19
9.2.3 Online Auction: Increase net proceeds of online auction by 10%.	Net proceeds increase	12/31/19

**9.3 Major Gift Development: Raise \$100,000 in major gifts through cash, bequests, naming opportunities and deferred gifts in 2019.**

**9.4 Contributions to Operating Fund: Increase Council-generated net contributions.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
9.4.1 Merit Badge Sponsorship Program: Establish merit badge sponsorship program to raise funds from community sources.	Sponsorships received	01/31/20
9.4.2 Increase Contributions: Increase Council-generated net contributions to operating fund to achieve 10% growth over prior three year average. <b>(JTE #2)</b>	Contributions generated	12/31/19

**10 Endowment: Grow the Golden Arrow Society. (VP Endowments)**

**10.1 Identify Prospective Donors.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
10.1.1 Directory of Prospective Donors: Develop a directory of prospective donors for the Golden Arrow Society. Create computer files for each donor to replace the paper file system that is currently used.	Top 50 donor computer files complete	01/31/20
10.1.2 Gather Additional Information About Prospective Donors: Incorporate into directory of prospective donors information as to donor histories and which donors have included the Council in their will.	Donor files updated	01/31/20
10.1.3 Conduct a Wills Survey: Survey donors and prospective donors to determine who has included the Council in their will.	Survey completed	01/31/20

**10.2 Cultivate Donors**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
10.2.1 Financial Planning Seminar: Conduct a financial planning seminar for donors and prospective donors.	Seminar held	12/31/19
10.2.2 Heritage Society Reception: Conduct a reception for Heritage Society members residing within the Council.	Reception held	12/31/19
10.2.3 Solicit Donations through Website: Install on Council website a link to allow electronic donations to the Golden Arrow Society.	Link installed	01/31/20
10.2.4 Promote Awareness of Golden Arrow Society: Promote awareness of our endowment fund through periodic articles in Trailmarker newsletter.	Articles published	Ongoing
10.2.5 New Donations: Add new endowment gifts of at least 0.5% of Council expenses or \$10,000, whichever is less. <b>(JTE #3)</b>	Gifts received	12/31/19

**11 Leadership, Governance and Administration: Support and Grow the Great Southwest Council through Strong Volunteer Leader and Staff Engagement and Strategic Planning. (Council President)**

**11.1 Volunteers: Increase the number of council volunteer leaders. Broaden the representation on the Council Board of Directors of the racial, ethnic, religious and geographic communities that comprise the Council. Increase the recruitment of community leaders to the Executive Board.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
11.1.1 Friendstorming: Conduct Friendstorming session with Executive Committee to develop prospects for Executive Board.	Session held	01/31/20
11.1.2 Executive Board Prospect List: Develop permanent rotating list of prospects for election to Executive Board.	List created	6/30/19

**11.2 Youth Serving Executives: Achieve 1 YSE per 38,000 TAY or increase of 1 YSE over prior year ratio. (JTE #13).**

**11.3 Risk Management Plan: Develop a comprehensive risk management plan to assess potential hazards and educate volunteers on minimizing risk.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
11.3.1 Chair Recruitment: Recruit a risk management chair.	Chair recruited	01/31/20
11.3.2 Committee Recruitment: Recruit a risk management committee of three to five members.	Committee recruited	01/31/20
11.3.3 Risk Management Committee Meetings: Conduct meetings of committee to formulate plan.	Meetings held	01/31/20
11.3.4 Plan Adopted: Adopt Risk Management Plan.	Plan adopted by Executive Board	1/31/20

**11.4 Strategic Plan: Council maintains a viable strategic plan and strategic planning process.**

<b>Council Goals</b>	<b>Measure</b>	<b>Deadline</b>
11.4.1 Strategic Plan Review: Facilitated by the Immediate Past President or other designated member of the Executive Committee, in October 2019 the Council officers will review the Council's progress in executing the 2019 Strategic Plan and engage in advance planning for the 2020 Strategic Plan.	Review completed	10/31/19
11.4.2 Preparation of New Strategic Plan: Facilitated by the Immediate Past President or other designated member of the Executive Committee, in January 2020 the Council officers will further review the Council's progress in executing the 2019 Strategic Plan and formulate the Council's goals for the 2020 Strategic Plan.	Review completed and draft Strategic Plan prepared	01/31/20
11.4.3 Adoption of New Strategic Plan: At the February 2020 meeting of the Executive Committee, it will approve the Council's 2020 Strategic Plan.	Strategic Plan approved by Executive Committee	02/29/20



<p>11.4.4 Strategic Plan Drives Annual Priorities and Budget: The Council's Executive Board selects five JTE criteria to target for improvement in 2019 and Council shows improvement in four of the five targeted JTE criteria. <b>(JTE #16)</b>.</p>	<p>Year end JTE report</p>	<p>12/31/19</p>
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**11.5 Journey to Excellence: Regain Gold Level status for the Council for 2019.**