Palmetto Council
Boy Scouts of America

“Our Journey to Excellence”

Strategic Plan
2012-2017
MISSION STATEMENT AND PURPOSE
The mission of the Palmetto Council Boy Scouts of America is to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law.

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.

SCOUT LAW
A Scout is:
Trustworthy  Obedient
Loyal        Cheerful
Helpful      Thrifty
Friendly     Brave
Courteous   Clean
Kind        Reverent
A Message from our Strategic Plan Chairman

Thank you for partnering with us as we serve families in upstate South Carolina. We are striving to reach a diverse population with amazing potential for growth! The more people we can involve in Scouting -- who embrace the mission, Scout Oath & Scout Law -- the better, for young people and our community as a whole.

This is not a plan created to look nice on a coffee table or to be filed on a shelf. Its purpose is to provide a plumb line to guide us -- to keep us focused on the “main thing:” providing the programs, facilities, marketing, funds, and leadership needed to increase both the breadth and quality of Scouting. With it we can carry out and track our progress along the journey.

I wish to express my gratitude to the experienced and skilled Scouting volunteers who crafted this strategic plan. Our work was based on the BSA’s balanced scorecard approach called Journey to Excellence (JTE), which was introduced as the evaluation system for all Councils in 2011. As future JTE categories and objectives change, this Plan should be re-evaluated, updated, and improved (there’s no need to wait until 2017 to continue this process). For each pillar, we have established primary objectives, supporting strategies, and then action items. Once we accomplish these, it’s time to create new ones!

We salute you, whether you are an Executive Board member, volunteer leader, or concerned citizen, as you partner with us in making Scouting all it is meant to be. The future of our youth is in your hands.

Past Council President &
Strategic Plan Chairman
2012-2017 Strategic Plan

Summary for Palmetto Council, BSA

Pillars and key focus points - as aligned with Journey to Excellence (JTE) benchmarks

I. Influential Leadership (pages 3-7)
   1. Leadership Recruitment: through effective nominating committee processes, recruit sufficient numbers and quality of volunteers to serve on the Executive Board, District Committees and Commissioner staffs (JTE #13,16)
   2. Volunteer Development: support training opportunities to fully engage volunteers, and create succession plans, at every level (JTE #14,15,17)
   3. Professional Leadership: attract, recruit and retain the highest caliber of professional staff and evaluate the most effective organizational structure to support the plans of the Council and the volunteer leadership (JTE #12)

II. Dynamic Programs (pages 8-13)
   1. Advancement: increase the percentage of rank advancements for Cub Scouts and Boy Scouts (JTE #7, 8)
   2. Camping: increase the percentage of Cub Scouts and Boy Scouts participating in day camps and resident camping programs (JTE #9,10)
   3. Service: increase the number of community service hours and projects (JTE #11)
   4. Training: increase the percentage of direct contact leaders trained (JTE #17)

III. Quality Facilities (pages 14-17)
   1. Camping Properties: evaluate the use and potential of current facilities; continue improvements at existing properties
   2. Maintenance: develop a long term maintenance and improvement plan for the service center and camp properties, along with cost estimates
   3. Upgrade: address facility-related issues (such as information technology)

IV. Strong Membership (pages 18-20)
   1. Membership & Unit Growth: achieve consistent growth through effective recruiting methods with a strong focus on outreach to underserved markets (JTE #5)
   2. Market Share: using proven growth strategies, achieve a market share/density within each program that exceeds national benchmarks (JTE #4)
   3. Retention: working with program volunteers and commissioners, increase the retention rate of youth (JTE #6) and units
   4. Volunteer-led: Membership Committee ownership of the above-stated goals will be the key

V. Sufficient Revenue (pages 21-22)
   1. Revenue: increase operating fund income through effective fund raising efforts and increased program participation and management (JTE #1,2)
   2. Fiscal Management: maintain strong fiscal stewardship (JTE #1) to achieve BSA recommended liquidity ratio
   3. Endowment and Capital: generate an effective, ongoing endowment campaign to meet benchmarks and evaluate the need for capital funds to improve/add to camping and program facilities (JTE #3)

VI. Effective Marketing (pages 23-26)
   1. Marketing strategies: develop effective marketing plans to support membership and program Initiatives; reinvent, clarify, and focus our message
   2. Internal communications: evaluate and develop methods to more effectively communicate within the Scouting family
   3. Community presence: utilize public relations to support advocacy and awareness of Scouting in the community
   4. Alumni Development: multiply spokesmen to speak our message
Mission Statement: The Palmetto Council will expand our people power by recruiting, training, and retaining influential individuals at all levels of Scouting who reflect the diversity of our population and who are fully dedicated to ensuring that our local Units (and charter partners) as well as the Council and each District attain Scouting’s goals.

Objective 1 - Recruit new influential community leaders to Council and District-level service. These new folks would bring additional outside resources to Scouting.

Strategy 1.1 - By 2013, the Executive Committee will build a plan to coach all current Council leadership in effective recruiting. Rather than overtaxing current Unit Leaders, District Committee, and Board Members, we will strive to expand Scouting’s influence and add outside expertise when staffing a portion of any committee or campaign.

Action Items:
- Gather a wide spectrum of current Scouting volunteers who are known for bringing other volunteers into the movement to brainstorm best methods using those best methods to create a customizable presentation for use by volunteers and Scouting professionals in recruiting situations.
- Offer training to all volunteers who lead other volunteers.
- Mandate that all Council and District Teams/staffs/committees add a “new” volunteer on their Team.
- Recognize Scouting volunteers at all levels who recruit new adults.

Strategy 1.2 - By 2013, the Vice-Presidents for Administration and District Operations will initiate training annually for Nominating Committee Chairs to better focus on the ongoing, year-round identification of prospective Council and District leadership. Create an expectation that all Nominating Committees will meet quarterly to assess progress.

Action Items:
- Host a Council-wide training (dinner) event for the various Nominating Committee Chairs and their professional advisor to share the vision, set expectations, and assess additional training needs.
- Host similar events in each District to build the Nominating Committee team spirit and assign tasks.
- Quarterly meetings held just prior to Council Board meetings.

Strategy 1.3 - By 2014, the Vice-Presidents for Marketing and Finance will begin conducting Cultivation/Orientation Luncheons targeting the top CEOs and other key community leaders.
Action Items:
- Board members brainstorm CEOs and other top community leaders who need to be informed about Scouting.
- Various influential hosts should be identified and approached.
- Venues should be a “draw” as well.

Strategy 1.4 - By 2014, the Executive Committee will re-evaluate the purpose (and therefore desired composition) of the Council Advisory Board (also called Associate Board members).

Objective 2 - Recruit influential community leaders who reflect the diversity of our upstate market potential. Through increased participation by minority leadership, we will more effectively communicate the goals and objectives of Scouting to the entire community, thus increasing the participation of minority families in Scouting.

Strategy 2.1 - By 2013, the Council Nominating Committee will conduct a demographic study of our Board of Directors, and establish benchmarks for improving economic, geographic, ethnic, gender, and generational diversity.

Strategy 2.2 - By 2014, the Council Commissioner and Vice-President of District Operations will develop a system for identifying and recruiting Commissioners to serve Scout-Reach Units.

Strategy 2.3 - By 2015, the Vice Presidents of Marketing and Membership will collaborate to re-establish Relationships Committees at both the Council and District level, in order to expand the Council’s relationships with our various organizations and groups (Hispanic, Asian, and African-American communities; as well as all major religions).

Strategy 2.4 - By 2017, the Vice Presidents of Membership and Marketing will collaborate to create opportunities to encourage Unit Leaders to identify and address any barriers that might be discouraging local minority participation in their Unit.

Objective 3 - All volunteers will be sufficiently trained and model leadership excellence in their role -- active governance, resourceful commitment, and visionary guidance -- of the Scouting program.

Strategy 3.1 - By 2013, the Executive Committee/Scout Executive will update or write position descriptions for all Board officers and committee chair positions across the Council and Districts. Special event coordinator position descriptions should also be current.

Strategy 3.2 - By 2014, the Executive Committee will ensure that all volunteers will receive timely training for their current position. This includes initial orientation, as well as the appropriate National, Council, and District courses.
Strategy 3.3 - By 2015, the Executive Committee will initiate an annual Council Coordinated Committee Meeting in order to align all Council and District operating committees.

Action Items:
- Include this date on the Council calendar each year.
- Attendance at this event needs to be on every “chair” position description.
- Event needs to be interactive high-energy (more like a Pack meeting than a Board meeting)
- All agendas are developed in advance and coordinated by the Executive Committee.
- All presentations are pre-screened and polished.
- Every team gets a chance to break out into a working session.

Strategy 3.4 - By 2013, the Vice-President of District Operations and the Council Commissioner will initiate a semi-annual District Key-3 Leadership Conference in order to focus on the operating needs of the Districts.

Action Items are the same as Strategy 3.3 above:
- Attendance at this event needs to be included on every Key-3 position description.

Strategy 3.5 - By 2014, the Council Key-3 will initiate an annual Unit Key-3 (Chartered Organization Representative, Unit Committee Chair, and Unit Leader) Leadership Conference in order to focus on the operating needs of the Units (suggest one on each side of the Council). A key priority should be emphasizing this Team’s role in identifying, selecting, and replacing Unit leadership, as well as the expectations they create for their adult leaders.

Action Items are the same as Strategy 3.3 & 3.4 above:

Strategy 3.6 - By 2013, the Council Commissioner and Scout Executive will conduct semi-Annual Unit health assessments via the field service Team (Commissioners and Scouting professionals). A portion of our weakest Units must be identified and resources brought to bear to improve their program.

Action Items:
- Although “Journey to Excellence” scores could be one element in the evaluation, the subjective opinions of those directly serving the Units should prevail.
- Units could be slotted as “A”, “B”, and “C”…but the list should never be publicized.
- Realize that “program planning”, “training”, and “more visitation” MAY not ever make up for a need to “replace current leadership”.
- District Committees must be the “level 2” (assuming Commissioners are “level 1”) resource. Each District may need to shift in some degree away from being a group that oversees events to a group that targets specific Units with specific needs.
Strategy 3.7 - By 2016, the Council Commissioner and Vice-President of District Operations will improve the effectiveness of the Spring (April/May Program Preview & August Program Kickoff and Roundtables at the District level to focus on providing Unit volunteers with advanced information sufficient to execute in the ideal Unit operations model (i.e. Unit Committees, Dens, Patrols, Youth Leadership).

**Action Items:**
- Event dates involving Unit leadership must be established at least 6 months in advance--preferably by the August Program kickoff.
- Any event elements that SHOULD be executed through youth leadership must be communicated 4 months in advance.
- Any event elements requiring Unit leadership to pass along to families must be communicated at least 3 months in advance.
- All event elements for Troop, Crew, Team, and Post participation should be written for the youth leaders to understand and execute.
- Roundtables should be well planned training sessions and “set an example” for Unit leaders as well as provide inspiration…not just announcements.

Strategy 3.8 - By 2015, the Executive Committee will create a process to provide coaching to Council and District and Unit leadership in the importance of establishing a culture of succession planning.

**Action Items:**
- Consider “term limits” on all Council and District “chair” positions to force development and succession. Experienced chairs can be welcomed to stay on the committee/staff to provide some continuity if needed.
- Every Committee/Staff should have a “Chair-in-Waiting” within 6 months of an expected change.
- Commissioners could be asked to have the “So, if you lost your Scoutmaster, how would you replace them?” conversation with Units…for all key positions. Obviously some Units have more grasp of the subject than others.

Objective 4 - The Council recruits, develops, rewards, and retains talented employees who provide excellent leadership, management, and support to Scouting.

**Strategy 4.1** - By 2013, the Scout Executive will promote career opportunities within our volunteer ranks, camp staff, local colleges and universities, as well as to the not-for-profit community.

**Strategy 4.2** - By 2017, the Executive Committee will provide competitive pay and incentives to attract and retain an outstanding and energetic staff producing desired results. The Scout Executive, consulting with the Board of Directors, should develop a list of appropriate employee reward strategies, and a plan to fund them.

**Strategy 4.3** - 2016, the Scout Executive will ensure, through effective coaching and development methods, that 95% of the staff (including clerical staff and rangers) earn a “Meets Most” performance rating or above on their annual staff performance reviews.
Strategy 4.4 - By 2015, the Scout Executive will redefine and standardize the work of District Executives so a majority of their time is spent facilitating effective recruiting, training, and empowering of volunteers. Every two years, the Scout Executive will conduct a time usage survey to determine what tasks can be better systemized.

Strategy 4.5 - By 2014, the Scout Executive will standardize repetitive meetings and tasks with training materials and templates that enable volunteers to execute effectively without a District Executive having such an active role.

Strategy 4.6 - By 2013, the Scout Executive will conduct periodic employee “People Surveys” to determine what really motivates the staff and to ensure that we are meeting the expectations of employees. Feedback from the survey will be tracked and analyzed to ensure we are providing a good work environment for our staff.

Strategy 4.7 - Between 2013 & 2017, the Executive Committee will plan to fund growing our staff of talented, specialized professionals and support employees - as recommended by the National Council - to support growing field operations and increase funding, as well as recommendations made in the other pillars of our Strategic Plan.

Committee Members:
Rick Diles, Chairman
Many others who assisted
Mission Statement: We will provide dynamic and relevant programs geared to encourage active and meaningful participation. We will be the recognized leader in outdoor education.

We will measure our progress by increasing the percentage of Scouts earning rank advancements in Cub Scouting and Boy Scouting. Additionally, we will increase the number of long term camping days completed by Cub Scouts and Boy Scouts by offering interesting programs that are fun and offer rank advancement opportunities. Finally, we will increase the hours per Scout of community service and increase the percentage of direct contact leaders that are properly trained though Council and District level training opportunities. A primary measurement tool in determining program effectiveness is the Unit Health Assessment.

Objective 1 – Cub Scout Advancement. Our goal is that by 2014, 55% or more of the Cub Scouts advance in rank at an increase of 5% from the previous year. There are three key elements we have identified to achieve this increase:

- Better trained Cubmasters and Den Leaders.
- Additional Council and District Cub Scout events that include advancement opportunities.
- Increased Cubmaster and Den Leader Roundtable participation.

Annual Benchmark (Goals - Period ended May 31):

<table>
<thead>
<tr>
<th>Year</th>
<th>Advancement (%)</th>
<th>JTE Achievement Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>40.0 (+ 5% increase)</td>
<td>Silver</td>
</tr>
<tr>
<td>2012</td>
<td>45.0 (+ 5% increase)</td>
<td>Silver</td>
</tr>
<tr>
<td>2013</td>
<td>50.0 (+ 5% increase)</td>
<td>Silver</td>
</tr>
<tr>
<td>2014</td>
<td>55.0 (+ 5% increase)</td>
<td>Gold</td>
</tr>
<tr>
<td>2015</td>
<td>60.0 (+ 5% increase)</td>
<td>Gold</td>
</tr>
<tr>
<td>2016</td>
<td>65.0 (+ 5% increase)</td>
<td>Gold</td>
</tr>
</tbody>
</table>

Strategy 1.1 - Implement semi-annual (twice-a-year) Unit Health Assessment reviews to include the training status of every Pack’s Adult Leaders, to:

- Ensure Pack Adult Leaders are achieving the Trained status
- Market the importance of Pack Adult Leaders achieving the Trained status
- Provide the various venues where the Pack Leaders can obtain training.

Action Items:

Implementation of such a review program will require:

- Development, in 2012, of a standard Pack status report (that can be “rolled up” at both a District and Council level). This tool will be electronically-transmitted and any needed action implemented by the District support team (District Committee).
- Identification and recruitment, in 2013, of a review panel to carry out the above.
Strategy 1.2 - Beginning in the fall of 2012, offer a training program that supplements the Cubmaster and Den Leaders Leader Specific Training with in-depth training on the BSA’s Cub Scout delivery method.

**Action Items:**
Implementation of this program will require:
- Recruitment of additional District training team members.
- Development of a standard Council syllabus to be utilized by all District training teams.

Strategy 1.3 - Beginning in the fall of 2013, implement a Cub Scout Pack Den Leader mentoring program (current and new Packs) designed to help Den Leaders create and deliver an exciting program.

**Action Items:**
Implementation of this program will require:
- Development of standard Council mentoring program guidelines to be used by all mentors.
- Recruitment of mentors.
- Development of a standard training program for all mentors.
- Recruitment of additional District training team members.

Strategy 1.4 - Beginning with the September 2012 Roundtable, incorporate into the Cub Scout Roundtable breakout, a presentation that provides practical tips on delivering a Cub Scout program in accordance with the BSA method.

Strategy 1.5 - Beginning in the fall of 2013, introduce an annual Cub Scout Advancement activity on the District level. (Cub Wolf/Bear Advancement College & Webelos Activity Badge College).

Strategy 1.6 - Introduce the Webelos Woods program in all Districts by May 31, 2014.

Strategy 1.7 - Create a Council-level Pack Support Team to assist struggling Units identified by Commissioner staff during semi-annual Unit Health Assessment Reviews.

Objective 2 - Boy Scout Advancement. Our goal is that by year end 2012, 40% or more of the Boy Scouts advance at least one rank in the following twelve months and that it be an increase of 5% from the previous year. There are three key elements we have identified to achieve this increase:
- Better trained Scoutmasters and Assistant Scoutmasters.
- Increased Scoutmaster and Assistant Scoutmaster Roundtable participation.
- Increased membership tenure.

Annual Benchmark (Goals - Period ended December 31):

<table>
<thead>
<tr>
<th>Year</th>
<th>Advancement (%)</th>
<th>JTE Achievement Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011 (current)</td>
<td>34.0 (+ 6% increase)</td>
<td>Silver</td>
</tr>
<tr>
<td>2012</td>
<td>40.0 (+ 5% increase)</td>
<td>Gold</td>
</tr>
<tr>
<td>2013</td>
<td>45.0 (+ 5% increase)</td>
<td>Gold</td>
</tr>
<tr>
<td>2014</td>
<td>50.0</td>
<td>Gold</td>
</tr>
<tr>
<td>2015</td>
<td>50.0</td>
<td>Gold</td>
</tr>
<tr>
<td>2016</td>
<td>50.0</td>
<td>Gold</td>
</tr>
</tbody>
</table>

**Strategy 2.1** - Implement the same semi-annual reviews of the training status of every Troop’s Adult Leaders that:

a. Ensures Troop Adult Leaders are achieving the Trained status
b. Markets the importance of Troop Adult Leaders achieving the Trained status.
c. Provides the various venues where the Troop Leaders can obtain training.

**Action Items:**
Implementation of such a review program will require:

- Development, by December 2012, of a standard Troop status report (that can be “rolled up” at both a District and Council level)
- Identification and recruitment, in 2012, of review panel.

**Strategy 2.2** - Beginning in the fall of 2012, offer a training program that supplements the Scoutmaster Leader Specific Training with in-depth training on:

a. Developing a program to help Scouts achieve 1st Class within 12 months of joining the Troop.
b. Making advancement a part of a Unit’s Boy Scout program.

**Action Items:**
Implementation of this program will require:

- Development of a standard Council syllabus to be utilized by all District training teams
- Recruitment of additional District training team members.
- Conduct training on the mentoring program for new Units; reinforce how to get Scouts to 1st class in a year.

**Strategy 2.3** - Improve merit badge completion rates. Revamp Merit Badge Colleges by 2013 to ensure Scouts can start and complete Merit Badges during the event.
Strategy 2.4 - Improve merit badge completion rates, starting at summer camp 2013, by:
  a. Eliminating merit badge offerings that require significant effort to complete after leaving summer camp (“partials”).
  b. Documenting in the Leader’s Guide the requirements that should be completed before arriving at summer camp (or that will need to be completed after summer camp).
  c. Revising the merit badge offerings and instruction periods to offer more merit badges that Scouts can start and complete at summer camp.

Strategy 2.5 - Create a Council (or District)-level Troop Support Team to assist struggling Units identified during semi-annual reviews.

Objective 3 - Cub Scout Camping Days. Increase the percentage of Cub Scouts attending day camp and/or resident camp. Our goal is to achieve at least a two percent (2%) increase in the number of Cub Scouts who participate in day and/or resident camp each year beginning in 2012 and in 2014, 31% or more of Cub Scouts participate in day and/or resident camp. Current level is 24.9%. There are four specific elements we have identified:

- Provide additional opportunities for Cub Scouts to participate in Day Camps.
- Continue to build the Cub Scout Resident Camp program & improve promotion.
- Increase & improve the Fun with Son Cub Scout program.
- Increase camp scholarship opportunities.

Annual Benchmark (Goals - Period ended August 1):

<table>
<thead>
<tr>
<th>Year</th>
<th>Camping (%)</th>
<th>JTE Achievement Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>25.0 (+ 2% increase)</td>
<td>Silver</td>
</tr>
<tr>
<td>2012</td>
<td>27.0 (+ 2% increase)</td>
<td>Silver</td>
</tr>
<tr>
<td>2013</td>
<td>29.0 (+ 2% increase)</td>
<td>Silver</td>
</tr>
<tr>
<td>2014</td>
<td>31.0 (+ 2% increase)</td>
<td>Gold</td>
</tr>
<tr>
<td>2015</td>
<td>33.0 (+ 2% increase)</td>
<td>Gold</td>
</tr>
<tr>
<td>2016</td>
<td>35.0 (+ 2% increase)</td>
<td>Gold</td>
</tr>
</tbody>
</table>

Strategy 3.1 - Each Day Camp Director and volunteer staff must take full responsibility for promoting/marketing their Day Camp.

Strategy 3.2 - Each District should advertise other Districts’ Day Camps.

Objective 4 - Boy Scout Camping Days. Achieve at least a three percent (3%) increase in the number of Boy Scouts who participate in summer camp each year beginning in 2012, so that by year-end 2015, 61% or more of Boy Scouts will attend summer camp or other high adventure camps. Our goal is to continue to increase by 3% each year thereafter. Current Level is 49%. There are four specific elements we have identified:

- Improve camp scholarship opportunities
- Improve high adventure offerings at camp
• Continue promotion of high adventure programs at Philmont, Northern Tier, Jamboree, and Sea Base--to include the Bechtel Summit in West Virginia after 2013
• Educate leaders on the benefits of summer camp

Annual Benchmark (Goals - Period ended August 1):

<table>
<thead>
<tr>
<th>Year</th>
<th>Camping (%)</th>
<th>JTE Achievement Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>49.0 (+ 3% increase)</td>
<td>Silver</td>
</tr>
<tr>
<td>2012</td>
<td>52.0 (+ 3% increase)</td>
<td>Silver</td>
</tr>
<tr>
<td>2013</td>
<td>55.0 (+ 3% increase)</td>
<td>Silver</td>
</tr>
<tr>
<td>2014</td>
<td>58.0 (+ 3% increase)</td>
<td>Silver</td>
</tr>
<tr>
<td>2015</td>
<td>61.0 (+ 3% increase)</td>
<td>Gold</td>
</tr>
<tr>
<td>2016</td>
<td>64.0 (+ 3% increase)</td>
<td>Gold</td>
</tr>
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</table>

Strategy 4.1 – Starting in January have camp staff come to Roundtables in all Districts to help with promotion and educate leaders on the benefits of Camp Bob Hardin.

Strategy 4.2 - Develop and aggressively market a joint Troop summer camp attendance program for 2013 (targets small Troops with limited leadership).

Strategy 4.3 - Council Camp Promotion Committee implement a plan to call past attending Troops/Scoutmasters to invite them back.

Strategy 4.4 - The following year’s summer camp promotional materials, including Leaders’ Guide, will be complete and distributed to Troops before they leave summer camp!

Objective 5 - Community Service Hours. By 2015, average 3 hours community service, excluding service to the Scouting Program, per youth member and Adult Leader. Current Level is 2.38 hours/member.

<table>
<thead>
<tr>
<th>Year</th>
<th>Comm Service (Avg Hrs)</th>
<th>JTE Achievement Level</th>
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<tbody>
<tr>
<td>2011</td>
<td>2.3 (+ .2% increase)</td>
<td>Gold</td>
</tr>
<tr>
<td>2012</td>
<td>2.5 (+ .2% increase)</td>
<td>Gold</td>
</tr>
<tr>
<td>2013</td>
<td>2.7 (+ .2% increase)</td>
<td>Gold</td>
</tr>
<tr>
<td>2014</td>
<td>2.9 (+ .2% increase)</td>
<td>Gold</td>
</tr>
<tr>
<td>2015</td>
<td>3.1 (+ .1% increase)</td>
<td>Gold</td>
</tr>
<tr>
<td>2016</td>
<td>3.2 (+ .1% increase)</td>
<td>Gold</td>
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Strategy 5.1 - Improve the reporting and recording of community service hours using JTE training at Roundtable.

Strategy 5.2 - Starting in 2013, establish regularly scheduled District community service projects. Ideally, we will partner with other organizations to form stronger community alliances.
Strategy 5.3 - Develop and aggressively market the Scouting for Food program targeted at non-participating Troops.

Strategy 5.4 - By 2013, develop District plans for assisting the communities we serve in the event of natural disasters such as tornados, floods, etc. Promote the development of a disaster assistance plan modeled on success stories with District.

Strategy 5.5 - Promote & encourage the expectation of community service by:
- Development of a standard Unit status report (that can be rolled up at both a District and Council level)
- Regular visits by the Commissioner staff to review the importance of community service and the status of the Unit’s community service for the year.

Strategy 5.6 - Promote and encourage participation in the Adopt–a-Highway program.

Objective 6 - Increase Trained Leaders. Increase the percentage of direct-contact leaders that are trained and strengthen adult leadership by providing supplemental training opportunities. By 2012, 31% or more of Direct Contact Leaders registered complete all current training to be considered “Trained”. Current Level is 29.73%. Increase this by 2% each year from the previous year.

<table>
<thead>
<tr>
<th>Year</th>
<th>Training Leaders (%)</th>
<th>JTE Achievement Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>29.0 (+ 2% increase)</td>
<td>Gold</td>
</tr>
<tr>
<td>2012</td>
<td>31.0 (+ 2% increase)</td>
<td>Gold</td>
</tr>
<tr>
<td>2013</td>
<td>33.0 (+ 2% increase)</td>
<td>Gold</td>
</tr>
<tr>
<td>2014</td>
<td>34.0 (+ 2% increase)</td>
<td>Gold</td>
</tr>
<tr>
<td>2015</td>
<td>36.0 (+ 2% increase)</td>
<td>Gold</td>
</tr>
<tr>
<td>2016</td>
<td>38.0 (+ 2% increase)</td>
<td>Gold</td>
</tr>
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Strategy 6.1 - Continue to promote a “training culture”.

Strategy 6.2 - Continue offering Direct Contact Leader Training and market to the untrained leaders in our Council.
   a. Use regular visits by the Commissioner staff to review the importance of training and the status of the Unit’s adult leadership.

Strategy 6.3 - Continue high adventure training and actively promote at Roundtable.

Objective 7 - Volunteer Ownership. There are many District-provided activities not mentioned here (Cub Family Campouts and Boy Scout Camporees, and District training sessions for example) that remain important in supporting a Unit’s annual program. For every activity, an engaged volunteer chairman must take responsibility for the full gamut of the activity, from recruiting the volunteers to carry it out, to promoting/securing attendance, to after-action critique.

Committee Members:
Ken Reiter & Jack Scott, Co-Chairs
Dan Malphrus, Wayne Hall, Tamie Robbins
**Mission Statement:** We will provide camps and other facilities that enhance the Scouting experience, growing outdoor skills and leading to increased retention of Scouts and Leaders.

**Vision Plan for Council Camp Properties**

In 2003 a Blue Ribbon Committee was formed to discuss the future use of Council Properties. It decided that Camp Bob Hardin should remain our primary Summer Camp and Resident camp facility, while The Clarke Property should be developed primarily into a Training and Cub focused facility along with primitive Boy Scout camping. Subsequent committees have affirmed that Camp Bob Hardin should be used as our primary resident camp. It should be a center for High Adventure and Outdoor Activities. It can host events such as OA Fellowships. It should be able to support more year-round activities, both for Scouts and for outside groups.

The Clarke Property should be used as an Outpost Camp. It should be a center for Training and perhaps a Cub World on one side, but remain a more primitive camping facility. It could also have one high-end camping area or bunkhouse to use with training for corporate events. It can host events such as Cub Activities, District and Council Camporees, and Larger OA Events like Dixie. It should also serve as an Outpost Camp to support Camp Bob Hardin Summer operations featuring activities like ATV’s, Canoeing, Equestrian activities, etc.

**Objective 1 - Continue annual improvements to existing Camp Bob Hardin Facilities.**

- **Strategy 1.1 - Metal roofs** – Continue replacement of 3-per-year (up to $4,000, prioritized by need). Structures still in need of new roofs include Adirondacks, Ranger building, Scoutmaster lounge, bathhouses near Adirondacks, buildings in the check-in and Sioux campsite area.

- **Strategy 1.2 - Amphitheater** – replace the seating in the amphitheater. Also install a permanent sound system in fall of 2012.

- **Strategy 1.3 - Run power to Natchez and Navajo campsites** in fall of 2012.

- **Strategy 1.4 - Assess/recommend changes to the water system** – Can the water system be adapted for year-round use? Are there at least some areas of camp (such as Sioux, or the Murphy area) that can be winterized so water can be supplied in the winter?

- **Strategy 1.5 - Camp Staff Quarters will require significant remodeling** - the buildings have mold issues. Begin in 2012. Add A/C units if possible.
Strategy 1.6 - Address key concerns identified after each Summer Camp as top priorities. Here are the most recent:

CAMP BOB HARDIN

PRIORITIZED CAMP PROJECTS w/estimated costs:

**CAPITAL ADDITIONS**
1. New Restroom (behind Camp Office)* …$17,000
2. Longbed Gator (for Health Lodge usage) …$ 9,500
3. Phone lines to Program areas …$ 6,000
4. Welcome Center (replaced Camp Office - includes Restroom & Trading Post) … we already have partial funding ($32,000); total cost will be $85,000

**CAPITAL IMPROVEMENTS**
1. C.O.P.E. Course rebuild …$ 5,600
2. Trading Post (wall in the slab area)* …$26,000
3. Fishing dock (adjacent to Trading Post, at lower lake) …$ 5,500
4. Replace upper Amphitheater seating …$ 5,000
5. Adirondacks - 3 new roofs …$ 2,250

**MAINTENANCE & EQUIPMENT**
1. New washing machine for Staff quarters …$ 500
2. Staff quarters (replace walls that have mold) …$ 2,000
3. Upgrade A/V booth …$ 1,800

**PROGRAM ENHANCEMENTS**
1. Murphy Field (irrigation/draining; level & fix Volleyball court) …$ 3,000
2. 100’ Slide (from Amphitheater to lower lake) …$12,000

* The new Restroom and improved Trading Post listed would be part of a Welcome Center, and would not be needed if the Welcome Center were funded.

Strategy 1.7 - Finish the Johnson Campsite to include a gravel road and a pit toilet in 2013. Construct a pavilion as a central gathering point.

Strategy 1.8 - Conduct a timber assessment in 2013. Do we have any dangerous trees? Are there areas where thinning trees could improve the views?

Objective 2 - Make continual Program area improvements at Camp Bob Hardin. Development should focus on high adventure or “high excitement” additions such as:

**Strategy 2.1** - Mountain Bike Trail in 2012

**Strategy 2.2** - Suspended slide from Amphitheater to Lake Bob Justice in 2013

**Strategy 2.3** - Bouldering Wall in 2013

**Strategy 2.4** - Canopy Tour in 2014

**Strategy 2.5** - Expanded Trail Markings in 2014

**Strategy 2.6** - Zip Lines, perhaps from COPE Course over Lake Hearon in 2015

**Strategy 2.7** – Add All-Terrain Vehicles and Personal Water Craft once sanctioned by the National Council
Objective 3 - New facilities, land, or equipment at Camp Bob Hardin.

Strategy 3.1 - Welcome Center - A new welcome center should be built including both offices and a trading post; include a small conference room.
Target date: 2014.

Strategy 3.2 - Construct additional bathhouses - Two areas (above Murphy and Cherokee) have been approved for Shower Houses--
Target date: 2016.

Strategy 3.3 - Expansion/protection - Pursue purchasing the land above Lake Hearon to avoid encroachment of future development in 2013.

Strategy 3.4 - Purchase a passenger van or a mini-bus for offsite trips in 2014.

Strategy 3.5 - Purchase an equipment trailer for activities like bike expeditions in 2015.

Objective 4 - Develop and improve Clarke Property Facilities.

Strategy 4.1 - Need to adopt a Development Plan and an Architectural Plan for The Clarke Property in 2012.

Strategy 4.2 - Install basic infrastructure in 2013.

Action Items:
- Place permanent sign at entrance on road--involve SCDOT
- Paved driveway, then compact/level/gravel roads beyond the entrance; establish dirt roadways
- Create a flagpole and assembly area
- Run electricity to the proposed main gathering area
- Establish water main - 2” PVC is recommended

Strategy 4.3 - Construct a Welcome Center/Conference Center in 2014 – should include:
- Conference area/meeting space
- Restrooms (M & F)
- First aid area
- Showers? If funds, whether designated by individuals or through corporate partnerships, are secured
- Kitchen?
- Storage?

Strategy 4.4 - Construct a Pavilion/gathering area attached to (or next to) conference center in 2015.

Strategy 4.5 - Clear campsites: several identified, with fire pits established, in 2015.

Strategy 4.6 - Complete Hiking Trail System Layout in 2016.
Objective 5 - Council Service Center Facilities.

**Strategy 5.1** - IT Upgrades – Most staff will need new computers – 6 support staff (desktops) and up to 9 Professional (laptops or desktops). Server needs to be examined for possible upgrade or replacement in 2012/2013.

**Strategy 5.2** - HVAC Units – As of 2012, units are 3, 6, and 11 years old and at least one will likely need replacement in the next 5 years.

**Strategy 5.3** - Roof will need an assessment (replaced in 2006).

**Strategy 5.4** - Furniture (most from 1990) may need replacement; more storage space is needed for program supplies.

**Strategy 5.5** - Grounds/Curb Appeal – Appearance of the site could use a makeover. Signage to identify the building should be added (in 2012).

Additional Service Center upgrades would require a capital campaign, which is not planned at this time.

Objective 6 - Establish a committee to evaluate future property donations. Establish policies to determine which properties to accept, etc.

Committee Members:
Wayne Bouldin, Chairman
Dan Cockerill
John Humphries
Walter Oates
Chip Maley
Mission & Vision: Strong membership for the Palmetto Council means focusing on recruiting new Scouts, retaining the ones we already have, and developing new Units. In order to accomplish these priorities, the Council must make a stronger effort to penetrate underserved markets.

Current Status: We currently have a 7.97% density (market share), which places us at the Journey to Excellence Bronze level. We must increase 2.5% in density over our current level to attain Silver. To achieve Gold, we must post 10% density along with a 2.5% rate of growth. Our retention rate is currently 60.1%, and Journey to Excellence requires us to achieve 62% for Bronze, 69% for Silver, and 76% for Gold.

Our plan to strengthen membership:

Objective 1 - New Unit Emphasis: Our focus will be on starting new Units, primarily in the spring. We will start 40 new Units in 2012, and increase this by 3-4 new Units each year (which should more than make up for the attrition of dropped Units).

Strategy 1.1 - We will form and utilize effective District Membership Committees, and each will include a New Unit Organization Chair.

Action Items:
- This person, along with their team, will assist the professional staff in developing prospects and starting new Units.
- When new Units form, we must assign an experienced Commissioner who will work with them closely for a period of three years to ensure the Unit is functioning properly and has access to available resources.
Strategy 1.2 - Scouting will expand into underserved African-American, Hispanic, Asian, and other emerging minority communities in order to increase density.

Objective 2 - School Night for Scouting: Council staff and volunteers will develop effective relationships with area public school Superintendents and principals in order to increase quality access to schools.

Strategy 2.1 - We will be creative in developing new resources to recruit Scout-aged youth, including building partnerships with faith-based, civic, and community organizations (including private schools and home school groups).

Action Items:
- We will organize a Council Relationships Committee that focuses on building better relationships with schools.

Objective 3 - Retention: The Council will successfully transition Cub Scouts to Webelos, and Webelos to Boy Scouts.

Strategy 3.1 - By providing quality programs such as S.E.A.L.S and Webelos Woods in each District, boys and their families will better understand the differences between Cub Scouting and Boy Scouting, and are more likely to remain in the program.

Strategy 3.2 - We will emphasize the “full family” of Scouting: for example: chartered organizations that only have a Troop either need to house a Pack at their church, or to team up with a chartered organization with only a Pack.

Strategy 3.3 - Selecting and training quality Den Leaders will be a priority.

Strategy 3.4 - We will adopt the various retention recommendations as long-term goals and implement the top 12, 3-4 per year beginning fall 2012. Solutions involve all other pillars, as retention is affected by recruiting, training, activities, service communications, facilities and funding.

Strategy 3.5 - Commissioners’ role: Each District’s Commissioner staff needs to work to visit each Unit several times throughout the year. Proper logging of these visits is a must. Effective Commissioner meetings must take place in each District. Each Unit Commissioner will report, monthly, useful information about their Units. This is the best way to spot weak areas within Units early, and develop effective ways to fix them.
Objective 4 - Quality program: the key component to retention!

Strategy 4.1 - Quality program happens when adult leaders are properly trained for their job.

Action Items:
• We will implement mandatory adult leader training (within 45 days of filling a position).

Strategy 4.2 - Semi-annual health assessment: In every District, the District Committee, training teams, and Commissioner staff will evaluate (twice annually), and assign a grade to, each Unit (“A,” “B,” or “C”).

A = self-sustaining (<25% attrition)
B = needs connection information and connecting with District service (25-40% attrition)
C = critical response required (Unit in danger of dropping)

This grading system will allow the District Committee to focus on troubled Units before they drop.

Objective 5 - Year-round promotion: The Council will fully implement BeAScout.org. Each Commissioner will stress the importance to each Unit of updating their profile on this site. Units having accurate information on the site will increase the likelihood of the Council recruiting additional youth through this online tool.

Committee Members:
Gary Williams & Wes Hayes, Co-Chairmen
(with thanks to others who provided valuable input)
Mission Statement: Our mission is simple: bring in enough funds to support the other pillars.

Objective 1 - Revenue: Increase operating fund revenue through effective fund raising efforts held by ultra-successful Units and increased program participation and management.

Strategy 1.1 - Maintain continued growth in Friends of Scouting with emphasis on mid-size businesses that have not been approached – involve Board members in identifying prospects.
- Goal of 100% participation by the Board of Directors. Currently 68%.
- Develop a strong web-based contribution program with email blasts – contact Eagle Scouts in our area, using both local records and the Harris Connect list.
- Help families understand the importance of giving to Family FOS – 100% of active Units should participate. Current level is 35%.
- Establish rural campaigns – every community. Start small and grow the number of campaign volunteers (Table Hosts or I-C-5 workers) each year.
Strategy 1.2 - Increase popcorn sales revenue (and other product sales, such as expanding Camp Card Program) - get more people to attend training and begin campaign earlier.

Strategy 1.3 - Increase revenue from our camping facilities: operate a year-round camping program – look for other sources of income from area corporations, churches and civic groups.

Strategy 1.4 - Start a golf tournament -- start small and grow it each year.

Strategy 1.5 - Increase funding from foundations and grants – look at corporate employee giving programs and matching gifts – add a staff person when feasible.

Objective 2 - Fiscal Management: Maintain strong fiscal stewardship to achieve BSA recommended liquidity ratio.

  Strategy 2.1 - Assure a balanced operating budget every year by keeping a Finance (fundraising) Committee and Budget Committee active year-round, meeting at least quarterly to project expenses and cash-flow.

  Strategy 2.2 - Develop a contingency budget showing areas to be cut if there were a 10% shortfall in revenues.

  Strategy 2.3 - Continue Risk Management Committee to save 10% on general liability insurance.

  Strategy 2.4 - Conduct realistic reviews of expenses to determine what services that are currently being provided do not produce expected benefits.

    Examples include newspaper ads for School Night; Scouting for Food signs, etc.

  Strategy 2.5 - Build a contingency fund. Currently we only have our line of credit as a fall back. Most NPO's strive to build a six-month cash reserve.

  Strategy 2.6 - We must find solutions (mostly through increased usage) to make Camp Bob Hardin break even. It currently operates at a loss of approximately $70,000 per year, draining money from other operating priorities.

Objective 3 - Endowment and Capital: Generate an effective, ongoing endowment campaign to meet benchmarks and evaluate the need for capital funds to improve and add to camping and program facilities.

  Strategy 3.1 - Create an Endowment Committee and increase the Palmetto Council Endowment by $250,000 every year to the nationally recommended level of $2,580,000 in endowment dollars for the Palmetto Council to stabilize Council finances in the face of annual funding cycles. Currently, ours is $80,000 -- largely dependent on the market, not new gifts.
Strategy 3.2 - Develop a plan to increase awareness of the James E. West Award ($1,000 one-time endowment gift over and above F.O.S.) program.

Strategy 3.3 - Conduct a feasibility study of capital improvements for Camp Bob Hardin and The Clarke Property to meet the needs identified in the Quality Facilities and Dynamic Programs pillars – assess needs for the next 5 years first (see those pillars).

Strategy 3.4 - Increase awareness to potential donors and legal and financial professionals of planned giving opportunities – conduct planned giving and endowment seminars.

Strategy 3.5 - Promote naming opportunities at all 3 properties and for each facility, room, building, or activity area.
Palmetto Council 2012 - 2017 Strategic Plan - Effective Marketing

Mission Statement: We will support the goals and benchmarks of all other committees. Our primary goals will be increasing dollars and membership.

Objective 1 - Clarify our message: We are the trustworthy and exciting character program for all families; we specialize in developing young men with leadership skills. Our strength is in values and tradition…nearly everyone has connections to Scouting.

**Strategy 1.1** - Target our PR to key audiences: use advertising and promotion to increase youth members, volunteers, and donors.

**Strategy 1.2** - Communicate to our community as a whole (6 counties) why they need Scouting.

**Strategy 1.3** - Media contacts -- establish relationships with all forms of media, and maintain an updated list with all contact information.

**Strategy 1.4** - Increase Brand awareness. Focus on:
- Reinforcing traditions (our enduring values and strengths)
- Combating perceptions (for example: let former Scouts know that it’s OK not to make Eagle Scout)

Objective 2: Assess effectiveness of current marketing efforts. We will evaluate return on investment (ROI). For example, “To get a direct response (new families joining), we spent $x on school night and got x new members as return.”

**Recommended Strategic Planning Steps for Marketing:**

**Strategy 2.1** - We must continually review our message and audience. Honest assessment is needed: Why do Scouts or donors join/give … stay/repeat … or leave?

**Action Items:**
- External Audit: what are …
  - Donor trends/issues
    - in economy and in community?
    - with competition? (not connected, not enough money to go around, etc)
  - Joining trends/issues
    - families only have time to do one activity
    - desire to see leaders of strong character
- Internal Audit: what are …
  - Short-term, more specific Objectives: how can Marketing increase …
    - Money, by focusing on our two biggest events?
    - Money, by communicating with donors?
* Expand our message to more at-risk youth?
* Produce a September Cub Scouting recruitment increase?
* Enhance youth retention?
* Focus on what matters.
  - Family involvement
  - Church relationships
  - Peer groups (joining with friends)

- We must use varied forms of communication…not just sending out letters!

**Objective 3 - Support Friends of Scouting events.**

**Strategy 3.1** - Emphasize 2 or 3 annual donor “touches” that don’t ask for money; especially important month after donation - best method would be “thank you” calls from Scouts to donors.

**Action Items:**
- Example: FOS Lunch: Raise awareness (1 week before, submit a local news feature on Eagle Scout speaker)
- We must format our message to many different audiences.

**Strategy 3.2** - Business owners (donors) – market our message as “we build leadership skills”.

**Strategy 3.3** - Eagles - “Reconnect to a great time in your life”.

**Strategy 3.4** - Board - include past Board members.

**Strategy 3.5** - Donors (individuals--include retirees, women).

**Strategy 3.6** - Donors (business leaders).

**Strategy 3.7** - Potential Donors*

**Strategy 3.8** - Former Scouts.

**Strategy 3.9** - Build involvement with BSA to get more $ commitment.

**Strategy 3.10** - Reconnect with people who have forgotten about us (Harris Connect Eagle Scout list).
Strategy 3.11 - Special emphasis in 2012 to reconnect Eagle Scouts
- 100th anniversary of 1st Eagle
- 1st Eagle here in 1924 (Dr. George Dean Johnson)
  * Caution: less than 1% of people are Eagle Scouts, so don’t alienate the other 99%!

Objective 4 - Reinvent our perception in various communities: “This is Scouting” (show robotics and other new MB’s in a series of ads, or as part of a collage). “Picture yourself in Scouting” showing African-American youth or Hispanic families; emphasize diversity. Theme to involve companies: “We build leaders.”

Action Items:
- Cover of next Strategic plan to show: old/young families, girls, robotics, SCUBA/kayak/zipline…a collage rather than a single static photo. Our previous plan cover reinforced patriotism, but not inclusion for at-risk youth.

Challenges:
- Aging donor base (need to add current business leaders, up-and-comers)
- Approximately 2,000 known NPO’s competing for money in our 6-county area!
- Great 100th anniversary community exposure - now what?
- Many great Scout camps nearby competing with ours

Objective 5: Targeted messages to our stakeholders.

Strategy 5.1 - Moms: “Eagle Scouts get college scholarships; they don’t join gangs, and don’t get into trouble or drugs” (Moms make decisions).

Strategy 5.2 - Kids: “Scouting is fun with friends outside.”

Strategy 5.3 - Parallel/partner organizations (churches, B & G Clubs): “Together we can change lives.”

Strategy 5.4 - Scouts: “We do more.”

Strategy 5.5 - Potential Scouts: “Are you tough enough?”

Objective 6: External stakeholders - targeted specific groups:

Strategy 6.1 - Special flyer for at-risk youth.

Strategy 6.2 - Neighborhood parent gathering (rather than school).
  - Billboard focus

Strategy 6.3 - Churches
  - Gather ministers by denomination
  - Reception details and Q&A

Strategy 6.4 - “Discover Scouting” day
Objective 7: By 2016, the Vice-President of Marketing will organize an Alumni Development Committee with a mission of providing a stream of qualified volunteer candidates to engage in Scouting.

Action Items:
- Get plugged into the National Council plan.
- Identify a well-known Chair, as well as a hard-working Vice-Chair.
- Conduct a high-profile alumni event.

Objective 8: Promote Summer Camp attendance at Camp Bob Hardin (internally)
- “Come Back Home to your camp”
- Order of the Arrow’s active role in promotion
- Establish a camp promotion committee to keep Camp Bob Hardin in the Forefront (especially June-October)

Committee Members:
Darwin Simpson - Chairman
David Harkins
Sims Hammond
## Summary

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2016</th>
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<tbody>
<tr>
<td>Population</td>
<td>693,479</td>
<td>704,286</td>
<td>758,967</td>
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<tr>
<td>Households</td>
<td>267,231</td>
<td>271,577</td>
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<td>Families</td>
<td>185,771</td>
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<td>Average Household Size</td>
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<td>Owner Occupied Housing Units</td>
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<td>Renter Occupied Housing Units</td>
<td>76,067</td>
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<td>Median Age</td>
<td>38.2</td>
<td>38.3</td>
<td>38.3</td>
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### Trends: 2011 - 2016 Annual Rate

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<th>Area</th>
<th>State</th>
<th>National</th>
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<tr>
<td>Population</td>
<td>1.36%</td>
<td>1.18%</td>
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<tr>
<td>Households</td>
<td>1.42%</td>
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<td>0.71%</td>
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<tr>
<td>Families</td>
<td>1.22%</td>
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<tr>
<td>Owner HHS</td>
<td>1.52%</td>
<td>1.36%</td>
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<tr>
<td>Median Household Income</td>
<td>3.37%</td>
<td>3.46%</td>
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## Households by Income

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<thead>
<tr>
<th>Income Range</th>
<th>2011 Number</th>
<th>2011 Percent</th>
<th>2016 Number</th>
<th>2016 Percent</th>
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<td>&lt;$15,000</td>
<td>42,960</td>
<td>15.9%</td>
<td>43,151</td>
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<td>$15,000 - $24,999</td>
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<td>12.1%</td>
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<tr>
<td>$35,000 - $44,999</td>
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<td>$200,000+</td>
<td>5,301</td>
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<td>5,970</td>
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- **Median Household Income:** 30,688 (2011), 30,383 (2016)
- **Average Household Income:** 56,555 (2011), 56,527 (2016)
- **Per Capita Income:** 22,345 (2011), 24,629 (2016)

## Population by Age

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<th>Age Range</th>
<th>2010 Number</th>
<th>2010 Percent</th>
<th>2011 Number</th>
<th>2011 Percent</th>
<th>2016 Number</th>
<th>2016 Percent</th>
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<td>6.7%</td>
<td>45,967</td>
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<td>10 - 14</td>
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<td>48,356</td>
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<td>15 - 19</td>
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<td>55 - 64</td>
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<td>85+</td>
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<td>10,411</td>
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</tr>
</tbody>
</table>

## Race and Ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>2010 Number</th>
<th>2010 Percent</th>
<th>2011 Number</th>
<th>2011 Percent</th>
<th>2016 Number</th>
<th>2016 Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>White Alone</td>
<td>503,107</td>
<td>72.6%</td>
<td>511,021</td>
<td>72.6%</td>
<td>516,983</td>
<td>73.5%</td>
</tr>
<tr>
<td>Black Alone</td>
<td>150,154</td>
<td>21.7%</td>
<td>152,071</td>
<td>21.6%</td>
<td>163,212</td>
<td>23.7%</td>
</tr>
<tr>
<td>American Indian Alone</td>
<td>3,284</td>
<td>0.5%</td>
<td>3,343</td>
<td>0.5%</td>
<td>3,853</td>
<td>0.5%</td>
</tr>
<tr>
<td>Asian Alone</td>
<td>9,573</td>
<td>1.4%</td>
<td>10,099</td>
<td>1.4%</td>
<td>11,904</td>
<td>1.6%</td>
</tr>
<tr>
<td>Pacific Islander Alone</td>
<td>247</td>
<td>0.0%</td>
<td>249</td>
<td>0.0%</td>
<td>288</td>
<td>0.0%</td>
</tr>
<tr>
<td>Some Other Race Alone</td>
<td>15,135</td>
<td>2.2%</td>
<td>15,999</td>
<td>2.3%</td>
<td>22,270</td>
<td>3.0%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>11,278</td>
<td>1.6%</td>
<td>11,476</td>
<td>1.6%</td>
<td>13,997</td>
<td>1.8%</td>
</tr>
<tr>
<td>Hispanic Origin (Any Race)</td>
<td>31,055</td>
<td>4.5%</td>
<td>32,822</td>
<td>4.7%</td>
<td>44,389</td>
<td>5.9%</td>
</tr>
</tbody>
</table>

**Data Note:** Income is expressed in current dollars.  
**Source:** U.S. Census Bureau, Census 2010 Data.  
**Forecasts:** for 2011 and 2016.