

[COUNCIL NAME]

Strategic Plan

2015 – 2019

Mission of the Boy Scouts of America

It is the mission of the Boy Scouts of America to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Scout Law.

Vision

The purpose of the Boy Scouts of America is to prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law.

The 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.

The Scout Law

A Scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean, and reverent.

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Introduction:

In order to fulfill the vision and mission of the Boy Scouts of America the [Council Name] Council has developed our 5-Year Strategic Plan / 2015 – 2019 to serve in guiding the direction and decisions of the Council leadership in providing the Scouting program to the youth served with the ten-county geographic area comprising the Council. Progress toward implementing this plan will be reviewed and reported quarterly to the [Council Name] Council Executive Board.

The plan is developed using the current pillars of the National Council – Boy Scouts of America as its model and the Journey to Excellence parameters as its guide in determining its goals and measuring the progress of its implementation to meet those established standards. This Strategic Plan is further guided by the vision for each pillar and by the Council motto: “We Build Real Scouts”.

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1) **Finance:**

National Pillar – Resources & Finances: The Boy Scouts of America is financially sound at all levels of the organization through a balanced funding model. Funding is not a barrier to providing programs that fulfill our mission.

a) Our Vision: Through development, implementation and consistent improvement of a balanced and sustainable funding model in conjunction with sound fiscal management to support the programs and mission of the [Council Name] Council and the Boy Scouts of America.

b) JTE Standards / Council Goals:

- i) Fiscal Management (No Status 0%): a) Achieve an annual balanced budget. b) Achieve a net 2% increase of revenue over expenses each year.
- ii) Fundraising (No Status 0%): a) Show a growth in Council-Generated Contributions over 3-year average. B) Show a 5% growth over prior 3-year average.
- iii) Endowment (No Status 0%): Secure new Permanently-Restricted Endowment Contributions of at least 1% of expenses each year.
- iv) Debt Reduction: Develop and implement a plan to pay-off debt over the next 3 years.

c) Strategies to Achieve the Goals:

i) Fiscal Management:

- (1) Annual budgeting process includes key volunteers, evaluation of past performance and setting of achievable revenue/expense targets.
- (2) Commitment of board and staff to the achievement of budget targets.
- (3) Annual review of council contracted services to minimize expenses.
- (4) Designate operating fund surplus to develop contingency fund, after debt retirement is completed.
- (5) Evaluate current investment agency performance and council strategy to maximize return to operating fund.

ii) Fundraising:

- (1) Development of County Advisory Boards/GED Steering Committees to better engage community leaders in fund development.
- (2) Customize GED's by community to garner best results.
- (3) Grow the Pinewood Derby Special Fundraising Event to \$10,000 net revenue or replace with new event.

- (4) Grow Family Friends of Scouting Campaign results by increasing unit participation from 35% to 75%
- (5) Grow Popcorn Sales through increasing Cub Scout Pack participation rate from 50% to 75%
- (6) Add Camp Card Sales Program as new unit fundraiser and achieve 50% Troop participation rate.
- (7) Increase revenue from Camping and Activities by adding a Program Director resulting in a coordinated council program that increases youth participation. Result will also increase youth retention, helping to improve Scout Shop sales and unit fundraising results.
- (8) Add a part-time office clerk to fill gap from 8am to 11am, enabling council secretary to increase time allotment to fundraising support.

iii) Endowment:

- (1) Re-initiate the Centennial Society program to secure endowment gift through estate planning.
- (2) Increase James E. West Society contributions by creating better awareness.
- (3) Increase Memorials and Tributes contribution by creating better awareness.

iv) Debt Reduction:

- (1) Seek 5 individuals who will commit to \$50,000.00 and 5 individuals to commit \$10,000 each over a 3-year period.
- (2) Apply annual operating fund surplus.

d) Quarterly Progress Reports:

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2) **Membership:**

National Pillar – Impact & Participation: Scouting’s programs reach and make a life-changing difference with kids of all backgrounds and communities.

- a) Our Vision: Not every youth will be in Scouting; but every youth within the jurisdiction of this Council should have the opportunity to be in Scouting.

- b) JTE Standards / Council Goals:
 - i) Youth Retention (BRONZE 54.9%): Goal is an increase in number of traditional youth members who remain registered one year later a minimum of 2 points per year with a 5-year goal to reach 70% retention.
 - ii) Membership Growth (No Status -12.01%): Goal is an increase in number of youth membership in traditional Scout programs of 2% and a 5-year goal to show growth in all 4 programs (traditional & Exploring).
 - iii) Market Share (No Status -3.73%): Goal is an increase in membership percentage of available youth in Council geographic area of 2% per year and a 5-year goal to reach 9% density.

- c) Strategies to Achieve the Goals:
 - i) Youth Retention:
 - (1) Continue implementation of the Council Retention Plan. The plan, developed over the past two years, includes 14 initiatives in a coordinated effort by the Council Membership Committee, 4 Program Committees, Finance Committee and Commissioner Staff.
 - (2) Emphasize the importance of retention at quarterly Council Operations Meetings
 - (3) Conduct training modules at monthly District Roundtables
 - ii) Membership Growth:
 - (1) Increase membership through greater retention
 - (2) Improve fall school nights results
 - (3) Improve Webelos to Scout transition
 - (4) Reduce the number of dropped units
 - iii) Market Share:
 - (1) Implement the Council ScoutReach Program to better reach youth in diverse and economically depressed neighbor hoods.
 - (2) Improve diversity on our council board, committees and district committees

3) Quarterly Progress Reports:

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4) **Program:**

National Pillar – Dynamic and Relevant Program: Scouting’s programs are exciting, culturally relevant, and appealing to today’s youth; attracting them at an extraordinary rate and retaining them longer.

a) Our Vision: To provide diverse programs that interest today’s youth and provide them the opportunity to grow in knowledge, spirit, character and leadership and develop into responsible citizens.

b) JTE Standards / Council Goals:

- i) Cub Scout Advancement (No Status 30.76%): Goal is an increase in percentage of Cub Scouts earning at least one rank during the year by improving Cub Scout advancement a minimum of 5% per year with a 5-year goal to reach 65%.
- ii) Boy Scout Advancement (SILVER 33.33%): Goal is to increase in percentage of Boy Scouts earning at least one rank during the year by improving Boy Scout advancement a minimum of 4% per year with a 5-year goal to reach 55%.
- iii) Cub Scout Camping (SILVER 70.82%): Increase in percentage of Cub Scouts attending any in-Council or out-of-Council day camp, family camp and/or resident camp by a minimum of 2% reach year; 5-year goal is to reach 90%.
- iv) Boy Scout Camping (SILVER 72.77%): Increase in percentage of Boy Scouts attending any in-Council or out-of-Council long-term camp, high-adventure experience, specialty camp, jamboree, or serving on camp staff by a minimum of 2% reach year; 5-year goal is to reach 80%.
- v) Community Service (BRONZE 2.81): Increase in percentage of reported total service hours by youth and leaders a minimum of 0.5 hours per member, per year with a 5-year goal to achieve 6 hours per member.
- vi) Unit Leadership (GOLD 36.72%): Goal to increase percentage of trained, direct contact leaders by a minimum of 3% per year with a 5-year goal of passing the National standard of 54%.

c) Strategies to Achieve the Goals:

- i) Provide adequate capital investments to Camp [Name], Camp [Name], and the Council Service Center to insure safe and effective programs for youth and training for adult and youth leaders.
- ii) Cub Scout Advancement:
 - (1) Bobcat emphasis program - Use the [Council Name] Council developed “Bobcat’s All” Hot Spark Program to emphasis Cub Scout Bobcat advancement.

iii) Boy Scout Advancement:

- (1) STEM programs – Utilize the BSA STEM Program at a council event, such as a camporee, to promote science, technology, energy & math related merit badges. The program will also impact youth retention.
- (2) Improve promotion of Merit Badge University within the Council.

iv) Cub Scout Camping:

- (1) Increase the number and/or quality of Council day camp, family camp, and resident camp activities that are available to Cub Scout units and Cub Scouts.
- (2) Utilize Camp [Name] for these activities where it makes logistical, strategic, and economic sense.
- (3) Actively and systematically promote these Cub Scout Camping activities to all units.
- (4) Coordinate advancement opportunities within the Cub Scout Camping activity.
- (5) Ensure that participation in these activities is entered into the JTE system.

v) Boy Scout Camping:

- (1) Increase the number and/or quality of Council long-term camp, high-adventure experience, specialty camp, jamboree, and Camp Staff service available to Scout units and Scouts.
- (2) Recruit a Council Activities Chair to assist with the active promotion and continuity aspects of council level activities.
- (3) Utilize Camp [Name] for these activities where it makes logistical, strategic, and economic sense.
- (4) Actively and systematically promote these Boy Scout Camping activities to all units.
- (5) Coordinate advancement opportunities within the Boy Scout Camping activity.
- (6) Ensure that participation in these activities is entered into the JTE system.

vi) Community Service:

- (1) Ask that all Eagle Scouts report and relay service hours on Eagle Scout projects.
- (2) Council Eagle Scout Board will be responsible for reporting these service hours into the JTE system.
- (3) Promote Troop participation in service hours that give back to their chartering organizations.
- (4) Have Scoutmasters, Troop Committee Chairmen, or the Chartered Partner Representative ask the Chartering organizations, “How can we help you, for everything you do for us?” This will create a win-win for everyone and build long term goodwill between parties.
- (5) Have Scout troop Leaders record the service hours. If troop leaders do not know how, teach them how to do it.

vii) Unit Leadership:

- (1) Continue to improve trained percentage of direct contact leaders through scheduled training sessions to include;

- (a) Den Leader Training within 30 days of sign-up as new Den Leader
 - (b) Provide Youth Protection Training for any Leaders not trained on-line.
 - (c) District Executives and District Commissioners identify and meet with key unit Leaders at least on a semi-annual basis. Promote the training of potential or emerging Leaders within units and districts through this process. With the amount of quality units within the Council.
- viii) Part-time Program Assistant hired for Nov. 1 thru Dec. 31, 2014; Council and employee will evaluate at end of term with intent hire a full-time Program Director.
- (1) Program Director will work with Council VP Program, Council Camping Chair, Council Activities Chair, Council Training Chair and Council Advancement Chair to help provide a coordinated program effort in the council resulting in improved program opportunities, increased youth retention and increased activity/camping revenue.
 - (2) With the support of the Program Director, Program and Marketing will jointly develop and implement a plan to provide a Council-wide food drive. Drive will be designed and promoted to provide a recognizable community service and will foster and highlight Scouts serving others as well as provide an opportunity to support and work directly with other charitable organizations and to promote community unity.

d) Quarterly Progress Reports:

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5) **Unit Service:**

National Pillar – No National Pillar directly associated with Unit Service

- a) Our Vision: The success of the Council and of supporting the mission of Boy Scouts of America is dependent upon providing the volunteer Leaders and their units with the tools to succeed.

- b) JTE Standards / Council Goals:
 - i) Youth-Serving Executives (No Status -1): YSE (District Executives) level will be held at 2; add local-Council Program Director.
 - ii) Commissioner Service (BRONZE 4.47): Goal is to increase number of registered Unit Commissioners by a minimum of 5 Commissioners each year with a 5-year goal to achieve National Standard ratio of 1:3.
 - iii) Unit Visitations (No Status 1.49%): Goal is to increase number of units receiving a minimum of six visits, with visitation reports submitted, by a minimum of 5 units each year with 5-year goal of visiting and filing reports of visits for six visits yearly, a minimum of 25% of all registered units.
 - iv) Voice of the Scout (BRONZE – Saturation 55.55% / Response Rate 8.80% / Net Promoter Score 39.01%): Goal is to keep email saturation above 55%, improve response rate over 10% and achieve Net Promoter score over 40% with 5-year goal to exceed 50%

- c) Strategies to Achieve the Goals:
 - i) Youth-Serving Executives:
 - (1) Board has approved full-time Program Director; intent is to provide District Executives more time for Unit Service within their districts.
 - ii) Commissioner Service:
 - (1) Ensure all active unit commissioner are registered in position
 - (2) Evaluate and identify 'priority units' at monthly commissioner meetings. Ensure a commissioner is recruited or assigned to each 'priority unit'.
 - (3) On a regular basis, evaluate unit leadership for potential new unit commissioners
 - (4) Encourage commissioner recruitment by recognizing the important work commissioners do at roundtables, banquets and other district venues.
 - iii) Unit Visitations:
 - (1) Continue to implement additional, regular unit visits
 - (2) Develop verification program that visitations are properly reported

iv) Voice of the Scout:

- (1) Continue to improve email saturation of traditional registrants.
- (2) Through various methods of communication with membership encourage all registrants receiving surveys to respond.

d) Quarterly Progress Reports:

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6) **Leadership:**

National Pillar – Leadership Excellence and Culture: Scouting’s youth, volunteer leaders, and employees exemplify leadership excellence across all aspects of the movement.

a) Our Vision: To recruit, develop and maintain leadership at every level of our Council, Districts and Units that reflects the community and who, through their involvement, support the goals of the [Council Name] Council and the mission of the Boy Scouts of America.

b) JTE Standards / Council Goals:

- i) Council Leadership (No Status): Goal to develop, approve and implement a board development plan using the BSA diversity template.
- ii) District Leadership (SILVER 12): Goal to add 1 member to each District Committee per quarter until 20 members per committee is achieved and maintained.

c) Strategies to Achieve the Goals:

i) Council Leadership:

- (1) Nominating Committee to meet quarterly to assure that all board and officer positions are filled and all Board members are to complete an orientation program.
- (2) Strategic plan reports are to be reviewed quarterly for progress and the Council completes an annual update of the strategic plan.
- (3) Board conducts a full board self-assessment on a yearly basis.
- (4) Promote and encourage open dialogue and opportunities for discussion.
- (5) Ensure timely communication and feedback at all levels of the organization.
- (6) Boost volunteerism by building and expanding relationships with alumni.
- (7) Ensure that Districts and Council have training and resources necessary to engage additional volunteers.

ii) District Leadership:

- (1) Continue growth and development of District Committees; through the District Nominating Committees identify and recruit community Leaders, within the various communities of each District, to serve on District Committees.

d) Quarterly Progress Reports:

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7) **Marketing:**

National Pillar – Building our Brand: The Boy Scouts of America is known and valued by the people of our nation. Our brand is so recognized and respected that it empowers our members and enables our success.

National Pillar – Innovation and Technology: Scouting uses innovation and technology to support the strategic pillars and to increase the impact and potency of the Scouting movement. All members of Scouting are connected with the right information and technology tools anywhere, anytime, to any device.

National Pillar – Youth Advocacy & Strategic Relationships: The Boy Scouts of America is recognized as an advocate for youth and youth issues. We are known by our members and America’s families and communities as a resource for leadership, encouragement, and programs that benefit our country’s youth. The strategic relationships of the BSA extend far beyond those with our traditional chartered organizations and keep Scouting relevant and adaptive.

a) Our Vision: To continue to promote Scouting within the [Council Name] Council as the preeminent youth-serving organization and to develop strong working relationships with the community and other charitable organizations in the communities, within the Council.

b) Council Goals:

- i) Improve communication through social media (Facebook, Twitter, Instagram, etc.)
- ii) Increase positive community exposure in newspapers through articles and Scouting highlights.
- iii) Improve distribution and content of Council electronic newsletter.
- iv) Develop and implement Council website redesign to provide more relevant and useful content as well as to be more “user friendly”.
- v) Develop and promote a monthly Scout photo contest.

c) Strategies to Achieve the Goals:

- i) Marketing and Program will jointly develop and implement a plan to provide a Council-wide food drive. Drive will be designed and promoted to provide a recognizable community service and will foster and highlight Scouts serving others as well as provide an opportunity to support and work directly with other charitable organizations and to promote community unity.

ii) Recruit Council Vice President / Marketing to develop, guide and promote Council goals related to communication, community exposure, website redesign, and Scout photo contest.

d) Quarterly Progress Reports: