

Company: *Council Name Here*

Plan: 2017-2021 Strategic Plan

# Strategic Plan

## Foundation

### Our Mission

The mission of the ~~XXXXXX~~ Council, BSA, is to develop character, integrity, and leadership in youth through quality programs, outdoor experiences, and service to community.

### Our Core Values

Integrity  
Transparency and accountability  
Leadership  
Service  
Family involvement  
Fun  
Diversity  
Outdoor experiences  
Conservation

## Competitive Advantages

Strong awareness of BSA Brand and Scouting. Outstanding camp facilities at ~~Bar Detour~~ Scout Ranch, Cub Camp ~~XXXX~~ & Camp Laramie Peak. Strong leadership on the Board of Directors. Experienced and dedicated professional & support staff.

## Organization-Wide Strategies

Engagement: Marketing, Communications, Membership, Community and Families, Customer Service  
Program: Camps, Merit Badges, Advancement  
Infrastructure: Facilities, Services, Finance, Staff/Personnel  
Key Leadership: Volunteers, Trained Leaders, Professional Staff, Board of Directors

## Strategic Objectives and Council Goals

### Program & Membership

- 1 Program: Provide exciting and diverse Scouting programs that prepare today's youth for future success.**
  - 1.1 Increase the percentage of top adult unit leaders who are trained to 80% and Youth Protection training for all registered adults to 100% by December 31, 2021.
  - 1.2 Revitalize the council's Venturing Program into a more vibrant, exciting program with greater youth leadership involvement.
  - 1.3 Revitalize the council's Exploring Program into a more vibrant, exciting, program with greater youth leadership involvement.
- 2 Program: Promote greater youth attendance at International, National, Regional, and Area events.**
  - 2.1 Increase our council's youth attendance at the 2019 World Jamboree by 10% over 2015 World Jamboree attendance (which includes staff members from our council).
  - 2.2 Increase our council's youth attendance at National events by 10% each year.
- 3 Camping: Provide high quality camping programs that are attractive to today's youth.**
  - 3.1 Increase the percentage of Boy Scouts, Varsity Scouts, and Venturers attending long-term camps and high adventure programs to 80% annually.
  - 3.2 Maintain the percentage of Cub Scouts attending family and resident camps at or above 90% annually.
- 4 Properties: Provide high quality camp facilities that are attractive to Scouting youth and their families.**
  - 4.1 Develop five-year facility improvement and maintenance plans for each of our council's four camps by December 31, 2017.
  - 4.2 Augment camp ranger abilities to maintain facilities at all four council camps through volunteer support teams.
- 5 Membership: Grow traditional membership through improved relationships, quality programs, and improved training of leaders.**
  - 5.1 Increase Council traditional membership by 1% each year.
  - 5.2 Improve youth retention rate of traditional Scouts by 1% each year.
- 6 Membership: Diversify and grow our underserved multicultural markets (i.e. Hispanic, Asian, African-America, Somalian, etc.).**
  - 6.1 Increase our multi-cultural membership by 5% each year.
  - 6.2 Grow the number of key direct contact leaders (Cubmaster, Den Leaders, Scoutmaster, Assistant Scoutmasters, Crew Adviser, Etc.) in place who are "trained" and delivering a quality program (i.e. day camps, camporees, etc.) by 2% annually.
- 7 Membership: Grow Venturing programs by increasing emphasis and focus on these programs.**
  - 7.1 Grow Venturing program by 3% per year.
  - 7.2 Exploring Program by 5% per year "Exploring" "Explosion."

### Unit Service/Marketing/Administration

- 8 District Operations: Ensure District Committees and District Operating Committees are fully staffed by trained volunteers.**
  - 8.1 Ensure all District Committee positions are filled.
  - 8.2 Ensure all District Committee members are provided training each year. Training to include program updates.
- 9 District Operations: Increase District participation and awareness of our charter organizations.**
  - 9.1 Increase participation and utilization of our charter organizations.
- 10 District Operations: Optimize District Alignment.**
  - 10.1 Review District alignment to determine if changes are needed.
- 11 District Operations: Evaluate alternative fundraising initiatives.**
  - 11.1 Evaluate alternatives to Family FOS.
- 12 District Operations: Select 2-3 goals each year at the Unit, District, and Council level that reflect JTE goals.**
- 13 Commissioners: Increase the number of active, engaged, and trained Commissioners.**
  - 13.1 Increase the number of trained commissioners for each district by 1 each year or 10% whichever is higher.
- 14 Commissioners: Encourage all Commissioners to learn and use Commissioner Tools for commissioner visits, unit assessments, and to improve the quality of unit programs.**
  - 14.1 Increase the number of Commissioners using Commissioner Tools to 90% by 2018.
- 15 Marketing: Improve marketing communication to engage volunteers at all levels of the organization.**
  - 15.1 Increase social media, e-mail, and website functionality.
- 16 Marketing: Grow the marketing committee by recruiting specialized professionals to strengthen the Council's marketing plan.**
  - 16.1 Increase communication efforts through the use of volunteer bloggers and social media posts, newspaper columnists, and video producers

### Fiscal Management

## Key Performance Indicators

### How we measure success

Measure	Target
% of total registered adult leaders that have completed required training	100%
Percentage of council youth attending long-term camps	82%
Number of council camps with an approved five-year plan	4
Traditional Youth Membership	1%
% of Unit Commissioners who are trained	25%
Final direct income	10%

## Vision

### What our Council will look like

Prepare today's youth for future success.

## Implementation

### How we make strategy a habit

Empowerment of Staff...focus on achieving our desired results & outcomes from effective, motivational leadership, which recognizes the strengths of our staff in achieving growth.

Strategic Alliances...identifying key strategic alliances and implementing collaborative efforts to grow Scouting.

Sustained Performance...focus our efforts on establishing sustainable programs that will allow us to achieve the desired results and achieve peak performance of our strategic benchmarks.

**17 Finance & Endowment: Utilize a comprehensive approach to fundraising and maximizing funding from all income sources.**

17.1 Council to increase the percentage of Direct Income (Friends of Scouting, Project Sales, Special Events, and Foundation Income) from 37% to 47% by Dec. of 2021.

17.2 Each District strives to achieve Gold JTE status in Friends of Scouting metric, on an annual basis.

17.3 Focus on growing Popcorn Sale and Camp Card Product sale by 2% each year for the next five years.

17.4 Initiate the funding for a depreciation account to support our capital needs at all of our council properties.

**18 Finance & Endowment: Utilize an endowment committee that will develop a comprehensive plan to secure long-term gifts for the Council.**

18.1 Grow the unrestricted gifts in the endowment fund by adding new gifts each year equivalent to 2% of expenses each year.

*Leadership & Governance*

**19 Governance: Become a model of good governance within BSA guidelines.**

19.1 Establish a year-round nominating committee to recruit top-level leadership on the Board of Directors and to assist the district leadership in recruiting top-level volunteers.