STRATEGIC PLAN IMPLEMENTATION

STRATEGIC PLANNING COMMITTEE

SWOT ANALYSIS
Strengths, Weaknesses, Opportunities, Threats

PILLARS

OBJECTIVES

STRATEGIC INITIATIVES
The “HOW” through Scouting Committees

TACTICS
What and by When

SCORECARD
Key Performance Indicators (KPIs)

OPERATING COMMITTEES

MONTHLY BOARD REVIEW

PROFESSIONAL STRATEGIC ONLINE PLATFORM
MISSION STATEMENT
The mission of the 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 Scout 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, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean, and reverent.

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

<table>
<thead>
<tr>
<th>BE</th>
<th>Scouting has a well respected name and brand among baby-boomers.</th>
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<tbody>
<tr>
<td>PRGM</td>
<td>“Council events” seem to be good value for the money. <em>(Scouting the Zoo, Haunted Hayride, Safe Halloween.)</em></td>
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<tr>
<td>FD</td>
<td>Strong long-term relationships with local United Ways, dependent on staff and volunteers. Strong special events are creating entry level donors and program awareness and also generating revenue.</td>
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<tr>
<td>FM</td>
<td>Council has strong balance sheet with little debt and good fiscal stewardship.</td>
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<tr>
<td>BS/V</td>
<td>Good Boy Scout program delivery model is dependent on strong youth leadership guided by good adult leaders.</td>
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<tr>
<td>BS</td>
<td>The advancement trail of Scouting is strong.</td>
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<tr>
<td>CS</td>
<td>Cub Scout camping programs are good and improving.</td>
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<tr>
<td>BS/CS</td>
<td>Support resources <em>(people and materials)</em> for units and leaders are readily available. Strong product sales with opportunity for growth. 90% retention of registered units through strong community organization partnerships.</td>
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<tr>
<td>MCS/LFL</td>
<td>Strong MPS and RUSD relationships result in an annual increase of schools participating.</td>
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<tr>
<td>EXP</td>
<td>Career model of Exploring is unmatched by competitors.</td>
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<tr>
<td>ALL</td>
<td>Premier Youth Protection Training.</td>
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## WEAKNESSES

<table>
<thead>
<tr>
<th>BE</th>
<th>Millennials have a limited awareness and low impression of the Scouting brand. Council communications need improvement. Local web resources are difficult to navigate.</th>
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<tbody>
<tr>
<td>PRGM</td>
<td>Implementing new initiatives is difficult with existing resources.</td>
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<tr>
<td>PRGM/FD</td>
<td>Council-level events have low attendance.</td>
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<tr>
<td>FD</td>
<td>Council revenue stream is not diversified. Size of Endowment Fund.</td>
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<tr>
<td>FD/FM</td>
<td>Maintenance of council properties and facilities.</td>
</tr>
<tr>
<td>BS/CS</td>
<td>Units, districts and council lack volunteers as compared to benchmarks.</td>
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<tr>
<td>LFL/EXP</td>
<td>Programs are difficult to deliver due to lack of staff and volunteers.</td>
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**OPPORTUNITIES**

**PRGM/FD** Great camp program features and improved facilities at southern camps can increase attendance from internal and external audiences, harness revenue and yield quality programming.

**FD/VBD** Millennials are looking to support initiatives that provide social responsibility.

**VBD** New Leadership Standards open Scouting to a wider audience.

People in the community are willing to support Scouting with resources (time and money) if given a job that creates personal gratification.

Involvement in Scouting helps volunteers develop social networks.

**CS** Great potential to recruit millennial parents through new Cub Scout Program Initiatives.

**CS** Providing adventure experiences to Cub Scouts results in excited boys who stay in Scouting.

Cub Scout camp attendance can be greatly expanded.

**MCS** Providing outdoor experiences to young men is key to a successful Multicultural Scouting Program.

**LFL** Schools that deliver the Learning for Life program see results through better student behavior.

**LFL/EXP** Learning for Life is a great facilitator of collaborative programming with other organizations.

**ALL** Opportunity exists in all school districts for increased partnerships.

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**THREATS**

**FD** Fluctuating donor methodology continually puts funding at risk.

**VBD** Competition for time is fierce for parents and youth.

Scouting is a time-intensive program and parental time is limited.

**CS** Without an increased emphasis on Cub Scout recruitment and retention, Boy Scout membership will dramatically decline in coming years.

**LFL** In-school program partnerships need to be renewed annually.

**LFL/V** LFL/Exploring and Venturing are little-known brands.

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**BE** - Brandy Equity

**PRGM** - Program

**FD** - Fund Development

**FM** - Fiscal Management

**VBD** - Volunteer & Board Development

**BS** - Boy Scouting

**CS** - Cub Scouting

**MCS** - Multicultural Scouting

**V** - Venturing

**LFL** - Learning for Life

**EXP** - Exploring

**ALL** - All
STRATEGIC PLAN PILLARS

Our programs are exciting, relevant and appealing to today’s youth and parents, making life-changing differences for all young people in our community.

All resources are effectively managed to maximize impact in our community.

Our brand is so recognized and respected that it empowers our members and enables success. The Boy Scouts of America is known and valued by the people of our communities.

Our program attracts, nurtures and empowers leaders to deliver our mission and programs at all levels.
STRATEGIC PLAN OBJECTIVES

IMPACT & PARTICIPATION

- Cumulative growth in Learning for Life membership of 20% across Three Harbors Council.
- Traditional membership growth to a total of 5% in Cub Scouts and 3% in Boy Scouts, while sustaining ScoutReach, Venturing and other non-traditional membership. Increased retention in traditional program membership to 68%.
- 65% of Boy Scouts have a long-term camping experience and 33% of Cub Scouts participate in a camping experience.

SUSTAINABILITY

- Increased operating revenue sources to drive appropriate program and staffing. Operating budget reserve of 1% annually.
- Two year-round camps that have fully allocated costs and depreciation that breaks even.

LEADERSHIP & CHARACTER

- Balanced recruitment of the Executive Board to represent the communities we serve, resulting in 15% women and 15% minority increase, while increasing corporate representation.

BRAND EQUITY

- Increased digital communications footprint of the council to leaders, parents, Scouts, potential new Scout parents and the general public.
- Quality innovative council and district program development resulting in a 20% increase in activities attendance.
**OBJECTIVE** Increased digital communications footprint of the council to leaders, parents, Scouts, potential new Scout parents and the general public.

**TACTIC** Develop the website into the preferred method to gather information and register for activities.

**TACTIC** Identify the most used forms of social media for Scouts and leaders and align specific platforms with constituencies.

**TACTIC** Enhance the e-newsletter to include items of transformational/strategic significance.

**TACTIC** Establish a customer experience map to model existing footprint. Pay special attention to the millennial age group of parents, showing how they can make a difference.

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**STRATEGIC INITIATIVE**
- **Advancement** Committee
- **Camping** Committee
- **Fund Development** Committee
- **Learning for Life** Committee
- **Marketing** Committee
- **STEM** Committee
- **Training** Committee
- **Venturing** Committee

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**STRATEGIC INITIATIVE**
- **Marketing** Committee

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**STRATEGIC INITIATIVE**
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**TACTIC** Establish a customer experience map to model existing footprint. Pay special attention to the millennial age group of parents, showing how they can make a difference.
**Objective**

Quality innovative council and district program development resulting in a 20% increase in activities attendance.

**Brand Equity**

**Strategic Initiative**
- Advancement Committee
- Camping Committee
- Marketing Committee
- ScoutReach Committee
- Shooting Sports Committee
- STEM Committee

**Tactic**

Working through district and council program committees, ensure quality innovative programs achieving National BSA standards.

**Strategic Initiative**
- Fund Development Committee

**Tactic**

Finalize the Council Development Plan and form a Fund Development Committee to assist with Friends of Scouting development and special events.

**Strategic Initiative**
- Learning for Life Committee
- Venturing Committee

**Tactic**

Develop and implement additional teen program opportunities for youth in Venturing and Exploring.

**Strategic Initiative**
- Board Development Committee

**Tactic**

Increase Executive Board engagement.
OBJECTIVE 65% of Boy Scouts have a long-term camp experience and 33% of Cub Scouts participate in a camping experience.

**IMPACT AND PARTICIPATION**

- **Camping Committee**
- **ScoutReach Committee**

**TACTIC**

- **Create volunteer awareness and understanding of the council’s shooting sports program and equipment available for use at all levels, resulting in an increase in use and adult leaders trained.**

- **Create partnerships and develop opportunities for Cub Scouts and Boy Scouts to participate in STEM activities.**

- **Pair ScoutReach packs and troops with traditional units who would be willing to take them camping.**
**Objective**  Traditional membership growth to a total of 5% in Cub Scouts and 3% in Boy Scouts, while sustaining ScoutReach, Venturing and other non-traditional membership. Increased retention in traditional program membership to 68%.

### Strategic Initiative

**Advancement Committee**
- Increase the Advancement Committee membership to create a focus on advancement at the unit level.

**Membership Committee**
- Increase Webelos to Scout transition by increasing Webelos resident camp attendance.

**Training Committee**
- Increase Cub Scout membership by increasing traditional Cub Scout packs.

**Tactic**
- Increase participation in all training courses.

**Tactic**
- Provide an initial quality Scouting experience for all new Scouts through attendance at a council event during their first two months.
OBJECTIVE: Cumulative growth in Learning for Life membership of 20% across Three Harbors Council.

**Strategic Initiative**

**Learning for Life Committee**

**Tactic**

Develop a growth plan for Learning for Life.

**Marketing Committee**

**Tactic**

Raise awareness of Learning for Life programs.
**LEADERSHIP & CHARACTER**

**OBJECTIVE**
Balanced recruitment of the Executive Board to represent the communities we serve, resulting in 15% women and 15% minority representation, while increasing corporate representation.

**TACTIC**
Implement a formal Executive Board member recruitment process that ensures recruitment of diverse candidates. This process is to ensure board members are familiar with council goals, programs, organization, board composition and expectations.

**SUSTAINABILITY**

**OBJECTIVE**
Two year-round camps that have fully allocated costs and depreciation that breaks even.

**TACTIC**
Develop a 10-year plan for increased program opportunities, deferred maintenance and major improvements at both council camps.

**OBJECTIVE**
Increased operating revenue sources to drive appropriate program and staffing. Operating budget reserve of 1% annually.

**TACTIC**
Increase in net attendance and dollars raised at all special events. Determine donor satisfaction of events through after-action surveys.
STRATEGIC PLAN COMMITTEE MEMBERS ARE:

Bob Pjevach (Chair)

David Boyer
Ed Brandon
Katie Clark
Bob Coons
Rich Galling
Tom Mahoney
John Makowski
Wally Smith
Dan Tranchita
STRATEGIC INITIATIVES SCOUTING COMMITTEES

- Advancement Committee
- Camping Committee
- Fund Development Committee
- Learning for Life Committee
- Marketing Committee
- Membership Committee
- Properties Committee
- ScoutReach Committee
- Shooting Sports Committee
- STEM Committee
- Training Committee
- Venturing Committee
- Volunteer Development Committee

FOR MORE INFORMATION ABOUT THE STRATEGIC PLAN
PLEASE CONTACT SCOUTING@THREEHARBORSSCOUTING.ORG