



# THREE HARBORS COUNCIL, BSA

## *Strategic Direction*

ADOPTED BY THE EXECUTIVE BOARD ON JANUARY 26, 2024

spectrum  
nonprofit services



## Strategic Priorities

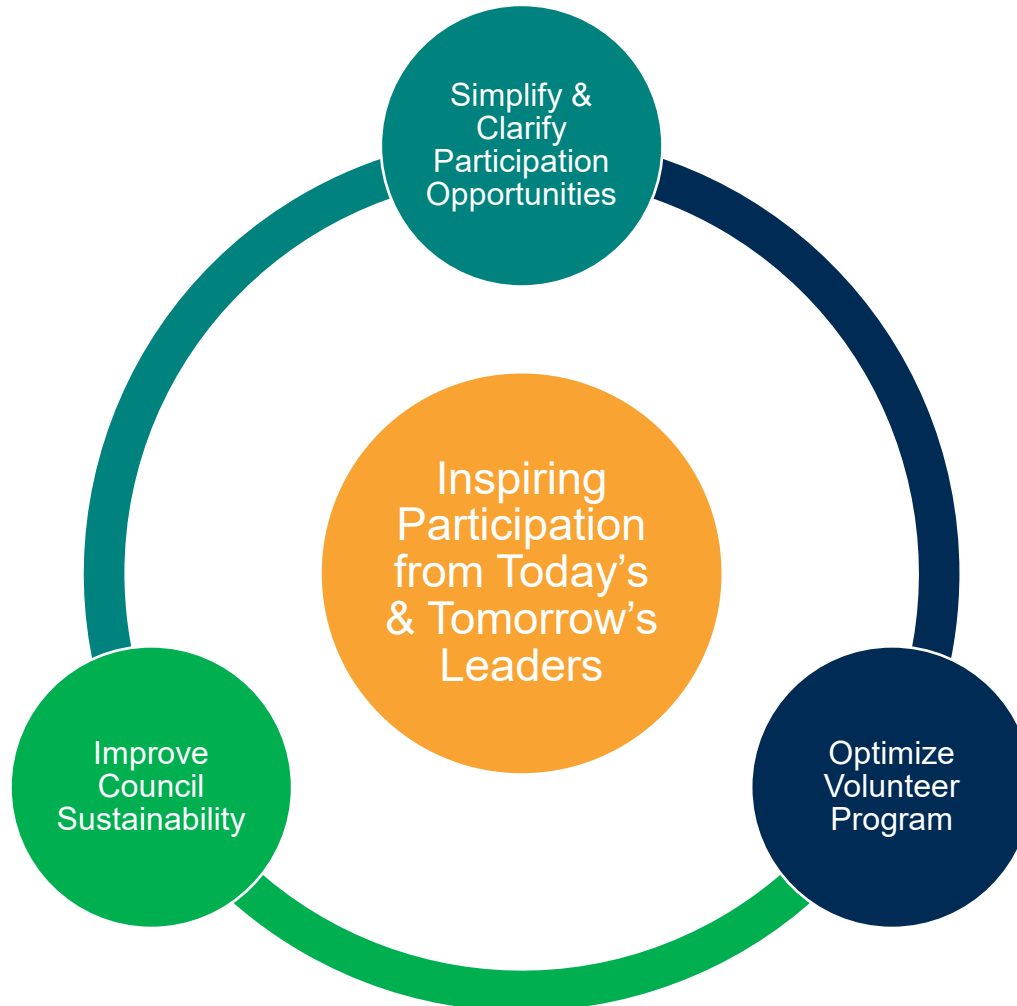
During the process, a fundamental question emerged: *Considering how society and family preferences are changing and membership numbers are down, should we drastically change our program delivery **or** focus on strengthening our operations to fully realize engagement in our current program model?*

Drawing insights from stakeholders, including staff, volunteers, Scouting families, and the Executive Board, and considering the BSA National's ongoing review of program content and branding, there is great opportunity to focus on the latter.

While the prospect of program enhancement or delivery redesign is not dismissed, it isn't positioned as an immediate strategic priority.

# STRATEGIC PRIORITIES

The strategic priorities outline the most important considerations needed to drive the Council forward while optimizing its current program and inspiring participation from today's and tomorrow's leaders.



# SIMPLIFY & CLARIFY PARTICIPATION OPPORTUNITIES

**WHY** Surveys and discussions indicate that Scouting families are inundated with program information from many sources, not just Scouting. Families want clear communication on Scouting opportunities, easily navigable registration systems, and programs fitting busy schedules.

**GOAL** To encourage engagement from more youth and families, grow the volunteer base, and build overall awareness of Scouting. There will be a focus on understanding audiences and segmenting communication to match their interests and communication preferences.

Enhance  
technology and  
communication  
platforms

Streamline  
program  
information

Develop  
communication  
campaigns

Create  
opportunities  
that maximize  
participation

# OPTIMIZE VOLUNTEER PROGRAM

**WHY** At the heart of the Scouting program is the volunteer base, allowing for its expansive program delivery. As potential and current volunteer availability and interest levels shift, the Council must adjust its volunteer program. Surveys and discussions indicate that volunteers seek greater Council support and communication, while the Council needs increased volunteer capacity at District levels.

**GOAL** To strengthen the volunteer program and support an excellent Scouting experience, creating a culture of appreciation, and fostering a strong sense of belonging and motivation among volunteers.

Evaluate  
operating  
structure and  
needs

Expand  
recruitment pools

Right size roles

Enhance training  
support

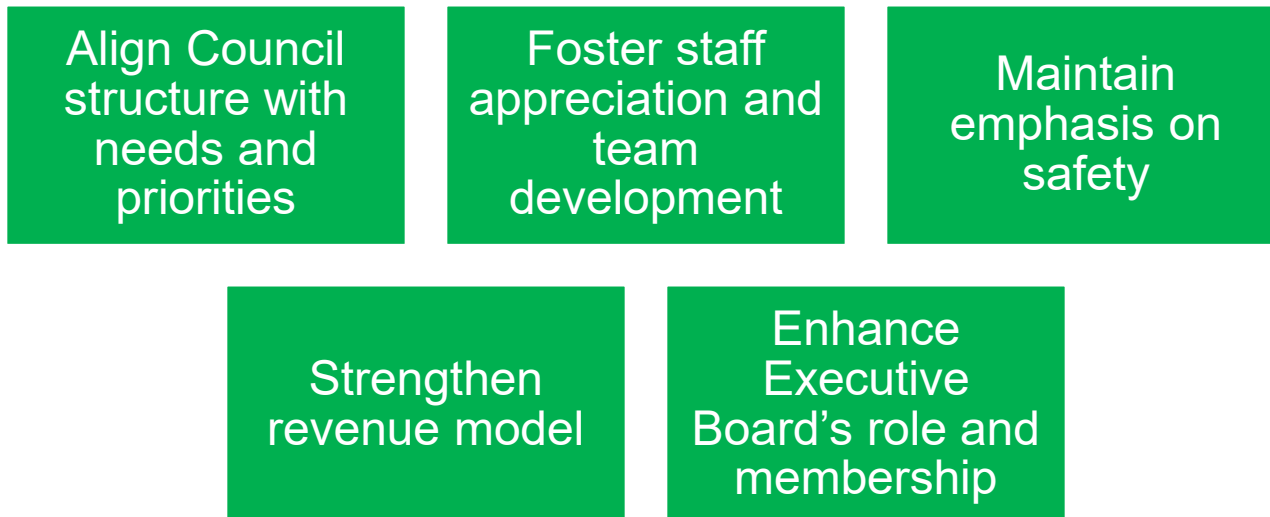
Build a culture of  
appreciation

Improve  
communication

# IMPROVE COUNCIL SUSTAINABILITY

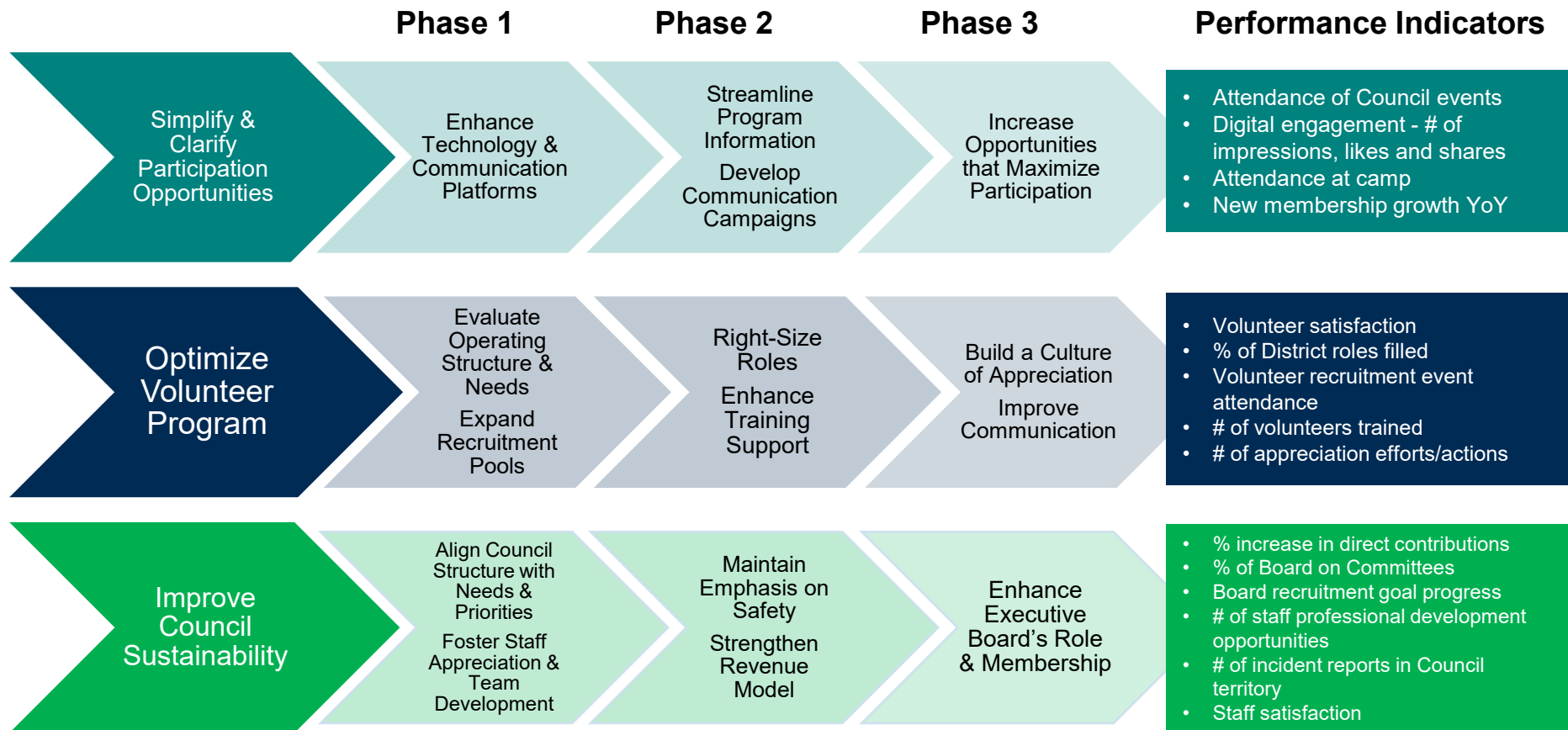
**WHY** Program impact is deeply connected to the financial and human resources that are invested in an organization. To adjust to the changing program needs, the Council must continue to focus on the long-term sustainability of the organization, specifically around staff capacity, fiscal strength, and governance.

**GOAL** To build and maintain Council capacity for ongoing sustainability, defined as the ability to adapt and endure in a changing environment through strategic decision-making to strengthen the organization's impact and finances.



# STRATEGIC DIRECTION OVERVIEW

Each priority is broken down into phases dedicated to addressing specific strategies. Priorities may move through the phases at different times and speeds dependent on internal and external factors and learnings during implementation. Indicators in each priority will track progress toward the strategic direction.



# IMPLEMENTATION CONSIDERATIONS

Strategies should be operationalized in workplans during the budgeting process and time made for regular strategic reflection. As Three Harbors Council, BSA pursues its strategic priorities and mobilizes people and resources around the strategic direction, these factors should be considered to ensure successful implementation.

## Focus, Consistency & Time

To realize the change desired from the strategic direction the Council will need consistent focus on the priorities, and the time to allow for the implementation and evolution of strategies.

## Tracking Progress

Evaluating progress and building in time for evaluation is critically important to an adaptive strategy approach. Understanding areas of challenge and success will allow the Council to adjust the strategic direction and be responsive to ongoing needs.

## Staff Capacity

The strategic priorities represent a shift in focus and a new way of working. It is important to acknowledge and check in with staff about their capacity and workloads related to implementation. Additionally, filling vacant roles and adding a role in marketing/communications will support strategic priorities.

## Scoutreach

Scoutreach plays an important role in the Council's impact and in bringing new families and communities into Scouting. While the program will generally benefit from the strategic priorities, specific attention and adjustments should be giving to Scoutreach to ensure adequate resources and thoughtful direction.

## Budget

Different strategies will require different levels of investment, both for staff time and direct resources. As the Council moves through phases and strategies, the annual budgeting process offers a moment to determine the investment and resources needed to support the strategic direction.