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STRATEGIC PLAN UPDATE

2019-2022

BUCKTAIL COUNCIL
209 1ST STREET
DUBOIS, PA 15801
WWW.BUCKTAIL.ORG

STRATEGIC PLAN UPDATE

This strategic plan update extends the 2014-2018 Plan created in 2013. This update has been approved by the Bucktail Council Executive Committee on December 16, 2019.

MISSION STATEMENT

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

VISION STATEMENT

To be the most ethical, engaging, and fiscally sound youth development organization in the communities that we serve.

CORE VALUES

The values that our organization are based on are contained in the Scout Oath and the 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
Reverent

COMPETITIVE ADVANTAGE

1. We prepare youth in all phases – body, mind and soul
2. Facilities
3. Cost effective and affordable
4. Attractive to all youth
5. You can become involved at any point during the year
6. Year-round activities
7. We are best at providing resources for youth to dream and become
8. We are broad-based (faith-based, civic, etc.)
9. Insurance coverage
10. Resources available to us through national (high adventure bases, National Jamboree, etc.)
11. Eagle Scout brand
12. Supplemental programs
13. Character development

ORGANIZATION-WIDE STRATEGIES

PILLAR #1: QUALITY PROGRAM EXPERIENCE

- Increase the number of units
- Increase market share and/or grow
- Increase the number of new members
- Improve member retention rate
- Improve the quality of the unit program

PILLAR #2: FISCALLY SOUND

- Increase direct support
- Increase revenue
- Eliminate operating debt
- Budget for capital expenditures
- Establish a reserve fund for unexpected expenses

PILLAR #3: VOLUNTEER LEADERSHIP

- Actively recruit areas of expertise not represented on the Executive Board
- Implement a diversity plan for both council and district volunteers
- Recruit a full staff of commissioners
- Recruit a full complement of district committee members

PILLAR #4: CHARTERED ORGANIZATIONS AND STRATEGIC ALLIANCES

- Increase the number of Chartered Organizations
- Strengthen the Scouting program by reinforcing our unique relationships with chartered organizations
- Identify strategic alliances to fund portions of the strategic plan

PILLAR #5: HUMAN RESOURCES

- Maintain a unit-serving executive ratio of 1 (unit-serving executive) to 15,000 (total available youth)
- Follow the BSA guidelines for salary and benefits

PILLAR #6: ASSET MANAGEMENT

- Have a comprehensive maintenance plan for all facilities
- Place an emphasis on stewardship

CONSTITUENT GROUPS

Chartered Organizations	Organizations that use the Scouting program.
Parents	Parents of Scouts.
Unit level Volunteers	People who volunteer at the unit level as part of the Scouting program.
District / Council volunteers	Volunteers who provide support to the unit level volunteers.

STRATEGIC PLAN – AT-A-GLANCE

PROGRAMS AND MEMBERSHIP LONG-TERM STRATEGIC OBJECTIVES & COUNCIL GOALS

1. PROGRAMS

- 1.1 Cub Scout Advancement: Increase the percentage of Cub Scouts earning rank advancements.
- 1.2 Scouts BSA Advancement: Increase the percentage of Scouts BSA earning rank advancements.
- 1.3 Cub Scout Camping: Maintain the percentage of Cub Scouts attending overnight camp and/or resident camp.
- 1.4 Scouts BSA Camping: Increase the percentage of total Scouts BSA attending long-term camp.
- 1.5 Community Service: Increase the amount of community service provided by Scouts, leaders and other participants.

2. MEMBERSHIP

- 2.1 Membership Impact: Increase market share (Cub Scouts, Scouts BSA, Venturers, and Explorers).
- 2.2 Membership / Annual Youth Growth Percentage: Grow the number of youth members.
- 2.3 Youth Retention: Improve retention rate of traditional members.
- 2.4 Membership / New member recruiting: Increase the number of Cub Scouts recruited; Scouts BSA recruited; and Venturing/Exploring.

UNIT SERVICE / MARKETING / ADMINISTRATION LONG-TERM STRATEGIC OBJECTIVES & COUNCIL GOALS

3. UNIT SERVICE

- 3.1 Youth-serving executives: Maintain or improve ratio of youth-serving executive to total available youth.
- 3.2 Commissioner Service: Increase the number of registered commissioners over prior year.
- 3.3 Unit Visitation: Improve the percentage of units that receive at least 6 visits from a commissioner.
- 3.4 Support units achieving Bronze or higher JTE recognition.

4. MARKETING

- 4.1 Revise the annual marketing plan to reflect the new strategic plan.

5. ADMINISTRATION

- 5.1 Human Resources: Maintain Gold level for youth-serving Executives in the field.
- 5.2 Innovation: Study our programs against what youth interests are and make changes as needed.
- 5.3 Technology: Continually discover ways to use technology to make our volunteer's workload easier and more efficient while not complicating processes.
- 5.4 Office Systems: Using Continuous Improvement, look at all office procedures and make them more efficient.

FISCAL MANAGEMENT LONG-TERM STRATEGIC OBJECTIVES & COUNCIL GOALS

6. FINANCE

- 6.1 Fiscal Management: Achieve and then maintain positive net assets in the Operating Fund to support annual operating expenses.
- 6.2 Fundraising: Increase council-generated net contributions in the Operating Fund over an average of the last 3 years.
- 6.3 Endowment: Add new permanently restricted gifts to the Endowment Fund.

LEADERSHIP AND GOVERNANCE LONG-TERM STRATEGIC OBJECTIVES & COUNCIL GOALS

7. LEADERSHIP AND GOVERNANCE

- 7.1 Council Leadership: Have a trained, diverse and engaged Executive Board.
- 7.2 District Leadership: Increase the average number of volunteers serving on the district committees.
- 7.3 Unit Leadership: Increase the percentage of direct-contact leaders trained.
- 7.4 Unit Leadership: Increase the percentage of leaders at all levels who are fully trained.

STRATEGIC PLAN – DETAIL

PROGRAMS AND MEMBERSHIP LONG-TERM STRATEGIC OBJECTIVES & COUNCIL GOALS

1. PROGRAMS

- 1.1 Cub Scout Advancement: Increase the percentage of Cub Scouts earning rank advancements from 67.8% (2018) to 72% (2022).
- 1.2 Scouts BSA Advancement: Increase the percentage of Scouts BSA earning rank advancements from 50.6% (2018) to 55% (2022).
- 1.3 Cub Scout Camping: Maintain the percentage of Cub Scouts attending overnight camp and/or resident camp from 107% (2018) to >100% (2022).
- 1.4 Scouts BSA Camping: Increase the percentage of total Scouts BSA attending long-term camp from 71.5% (2018) to 80% (2022).
- 1.5 Community Service: Increase the amount of community service provided by Scouts, leaders and other participants from 5.12 hours per person (2018) to 8 hours per person (2022).

2. MEMBERSHIP

- 2.1 Membership Impact: Increase market share (Cub Scouts, Scouts BSA, Venturers, and Explorers) to 7% (2022).
- 2.2 Membership / Annual Youth Growth Percentage: Grow the number of youth members by at least 1% each year to a total of 1620 (2022).
- 2.3 Youth Retention: Improve retention rate of traditional members from 76.1% (2018) to 80% (2022).
- 2.4 Membership / New member recruiting: Increase the number of Cub Scouts recruited; Scouts BSA recruited; and Venturing/Exploring from 302 Cub Scouts (2018) to 330 (2022); from 36 Scouts BSA (2018) to 50 (2022); Venturing/Exploring from 340 (2018) to 360 (2022).

COUNCIL / DISTRICT COMMITTEE STRATEGIES

- 1.1.1 Follow up with Packs that do not achieve any ranks for 3 months (Commissioner staff and District Advancement Committees). Introduce Scoutbook to the Pack (Commissioner staff and District Advancement Committees).
- 1.2.1 Follow up with Troops that do not achieve any ranks for 6 months (Commissioner staff and Advancement Committees). Introduce Scoutbook to the Troop (Commissioner staffs and District Advancement committees).
- 1.2.1 Schedule a promotion at every Cub Scout Pack prior to February (Commissioner staffs and District Advancement committees).
- 1.4.1 Schedule a promotion at every Troop prior to February (Council Camping Committee responsible for the presentation content. District Camp Promotion Committees responsible for scheduling and completing the presentations, Summer Camp staff to help).
- 1.5.1 Quarterly reminders sent to unit level leaders to enter their service hours (Commissioner staff, Council Advancement Committee). Capture service hours in Scoutbook and transfer to the JTE system (Council Advancement Committee).
- 2 Follow the current Membership Plan (Council/District Membership committees, Commissioner staff).

UNIT SERVICE / MARKETING / ADMINISTRATION LONG-TERM STRATEGIC OBJECTIVES & COUNCIL GOALS

3. UNIT SERVICE

- 3.1 Youth-serving executives: Maintain or improve ratio of youth-serving executive to total available youth – 13, 839 (2018).
- 3.2 Commissioner Service: Increase the number of registered commissioners over prior year from 7 (2018) to 15 with every unit assigned (2022).
- 3.3 Unit Visitation: Improve the percentage of units that receive at least 6 visits from a commissioner from 10.52% (2018) to 15% (2022).
- 3.4 Support units achieving Bronze or higher JTE recognition from 45 (2018) to 50 (2022).

4. MARKETING

- 4.1 Revise the annual marketing plan to reflect the new strategic plan by December 31, 2020.

5. ADMINISTRATION

- 5.1 Human Resources: Maintain Gold level for youth-serving Executives in the field.
- 5.2 Innovation: Study our programs against what youth interests are and make changes as needed.
- 5.3 Technology: Continually discover ways to use technology to make our volunteer's workload easier and more efficient while not complicating processes.
- 5.4 Office Systems: Using Continuous Improvement, look at all office procedures and make them more efficient.

COUNCIL / DISTRICT COMMITTEE STRATEGIES

- 3.1.1 Sacrifice Gold status for youth-serving executives, if needed, until the council has positive net assets and money set aside as outlined in the Finance strategies.
- 3.2.1 Assign a Board member to each district committee's nominating committee.
- 3.2.2 Use the Eagle Scout list and dropped leader list to provide a basis for prospects at the district level.
- 3.3.1 Recruit tech-savvy commissioners who are comfortable with using the Commissioner Tools. Make it an expectation that this is part of the position description. In the cases where this is not possible, have someone from the district who will collect and enter the reports provided by the unit commissioner.
- 3.4.1 Make filling out the JTE Scorecard at year-end an expectation of all units.
- 4.1.1 Update the Marketing Plan in conjunction with the Membership Plan each January (Marketing Committee and Membership Committee).
- 5.1.1 Sacrifice Gold status for youth-serving executives, if needed, until the council has positive net assets and money set aside as outlined in the Finance strategies.
- 5.2.1 Each activity / event will be followed up with a satisfaction survey of the participants (Council/District Activities Committees).
- 5.3.1 Using Process Improvement Teams, look at cumbersome processes and suggest fixes.
- 5.4.1 Using Process Improvement Teams, look at cumbersome processes and suggest fixes.

FISCAL MANAGEMENT LONG-TERM STRATEGIC OBJECTIVES & COUNCIL GOALS

6. FINANCE

- 6.1 Fiscal Management: Achieve and then maintain positive net assets in the Operating Fund to support annual operating expenses. Increase net assets to (\$150,000) by December 2022.

- 6.2 Fundraising: Increase council-generated net contributions in the Operating Fund over an average of the last 3 years.
- 6.3 Endowment: Add new permanently restricted gifts to the Endowment Fund from \$0 to 1% of expenses in 2022.

COUNCIL / DISTRICT COMMITTEE STRATEGIES

- 6.1.1 Budget to have a 3-5% surplus each year to fund a portion of depreciation and repayment of debt. Commit to paying back National at \$1000 per month while staying current with benefits (Council Treasurer).
- 6.2.1 Explore strategic partnerships to underwrite the Scouting program (Council Fundraising Committee).
- 6.2.2 Engage the board to participate in securing funds (Executive board).
- 6.2.3 Explore the idea of running 2 new special events – The Wine and Brew Walk and a Sporting Clays tournament. (Council Fundraising Committee, Executive board).
- 6.2.4 Support a district community campaign through disciplined recruiting of volunteers and timeline (District Fundraising Committee).
- 6.3.1 Introduce the Executive board to the concept of endowment at the January 2020 meeting.
- 6.3.2 Develop a prospect list to begin cultivating process (Council Fundraising Committee).
- 6.3.3 Approach 6-8 qualified prospects each year (Council Fundraising Committee).

LEADERSHIP AND GOVERNANCE LONG-TERM STRATEGIC OBJECTIVES & COUNCIL GOALS

7. LEADERSHIP AND GOVERNANCE

- 7.1 Council Leadership: Have a trained, diverse and engaged Executive Board.
- 7.2 District Leadership: Increase the average number of volunteers serving on the district committees from an average of 10 (2018) to 14 (2022).
- 7.3 Unit Leadership: Increase the percentage of direct-contact leaders trained from 52.2% (2018) to 100% (2022).
- 7.4 Unit Leadership: Increase the percentage of leaders at all levels who are fully trained.

COUNCIL / DISTRICT COMMITTEE STRATEGIES

- 7.1.1 Hold new board member orientation each June after the May Annual meeting (Council President).
- 7.1.2 Continue to have a training feature at board meetings (Council Key-3).
- 7.2.1 Support the District Nominating committee process each year by assigning a board member to each district (Council President).
- 7.3.1 Provide multiple opportunities to take training during the year (in-person, online, etc.) (Council Training Committee).
- 7.3.2 Implement a mandatory training policy for all direct contact leaders (Council Training Committee).
- 7.4.1 Implement a mandatory training policy for all direct contact leaders (Council Training Committee).
- 7.4.2 Using a Performance Improvement Team, look at the process of welcoming and becoming a new leader (Council Training Committee).

APPENDIX A: STRATEGIC PLANNING TERMS

STRATEGIC PLANNING TERMS

Core Values / Guiding Principles	How people want to behave with each other in the organization. Value statements describe actions that are the living enactment of the fundamental values held by most individuals within the organization. What are our guiding principles, as a group, to adhere to no matter what?
Core Purpose / Mission Statement	The organization's core purpose. Why do we exist?
Vision Statement (5+ years)	Where you are headed – your future state – your Big, Hairy, Audacious Goal. Where are we going?
Competitive Advantages	A characteristic(s) of an organization that allows it to meet their customer's needs better than their competition can. What are we best at in our market?
Organization-Wide Strategies	Your strategies are the general methods you intend to use to reach your vision. A strategy is like an umbrella. It is a general statement(s) that guides and covers a set of activities. You can develop strategies for your whole organization, a department, a specific set of activities, or a guiding statement for a year. No matter what the level, a strategy answers the question "how".
Long-Term Strategic Objectives (3+ years)	Long-term, broad, continuous statements that address all areas of your organization. If you have a five-year vision, these would be three- to four-year intermediate guideposts on the way there. What must we focus on to achieve our vision?
Short-Term Items (1 year)	Short-term, broad, continuous statements that convert the Long-Term Strategic Objectives into specific performance targets. Effective goals clearly state what, when, who and are specifically measurable – they are Specific, Measurable, Attainable, Responsible person, time bound (SMART). What must we do to achieve our Long-Term Strategic Objectives?
Key Performance Indicators (KPIs)	Metric and non-metric measurements essential to the completion of an organization's goals. Each organization narrows the possible list down to a manageable group of KPIs that make the most difference to performance. KPIs are linked to goals. How will we know we have achieved our goals?