

Strategic Planning: Goals and Strategies

Council Pillars:
Program
Membership
Finance
Leadership & Governance

Goals**Quality Programs: Kevin Bowditch, VP Program**

- Increase Council-wide program attendance per capita¹ by 15% by 2018.
- Increase Cub Scout resident camping by 2% per capita each year.
- Increase Boy Scout resident camping by 2% per capita each year.
- Increase Council-wide Cub Scout rank advancements by 2% per capita each year.
- Increase Council-wide Boy Scout rank advancement by 1% per capita each year.

Membership: Linda Day, VP Membership

- Increase market share² in 16 counties by 5 to 6% by 2018.
- Increase retention to 70% by 2018.

Finance: Aaron Smith, Finance Chairman

- Achieve annual positive unrestricted net assets totaling \$50,000 and eliminate debt by 2018.
- Raise an additional \$5 million in endowment gifts by 2018.
- Camp 1,000+ total youth³ in residents camps annually by 2018.

Leadership & Governance: Robert Hingst, Council President

- Increase Council executive board to 40 active⁴ members by 2018.
- Increase trained, direct contact leaders to 85% by 2018.
- Increase District Committee Leadership to 19 members per District by 2018.
- Achieve Council executive board and professional staff stability by 2018.

¹ Attendance at the following events shall be included: IU Merit Badge College, Purdue Merit Badge, University of Scouting, Cub Haunted Weekend, Annual Banquet, Council quarterly trainings, Fall Council Camporee.

² Market share = total youth served (Including Exploring.)

³ Included in-council and out-of-council youth for camp sustainability

⁴ Active= attendance at 50% or more of the executive board meetings

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Strategies & Tactics

Program

1. **Develop high value innovative programs focused on training and advancement.**
 - a. Merit badge colleges spring and fall
 - b. University of Scouting spring and fall
 - c. Quarterly basic Training sessions for new leaders
2. **With a strong property committee, ensure our properties are well maintained and offering interesting relevant programs to youth.**
 - a. Ensure a National Camp Accreditation is achieved annually
 - b. Annually hold a Council Camporee
 - c. Annually hold a Cub Family Camping Event in the fall to aid in the retention of youth
3. **With volunteer leadership, focus on:**
 - a. the Bobcat in 90 day plan
 - b. Webelos to Scout Transition plan
 - c. Scout Rank in 90 day plan
 - d. Increase Eagle Rank advancements by 1% annually
4. **Increase the number of unit visits in Unit Visit Tracking System (UVTS) by 10% annually.**
 - a. Educate each unit and district commissioner on the proper use of UVTS.
 - i. Include this as part of their initial training once recruited.
 - ii. Encourage entries as part of the council's commissioner service plan.
5. **Increase the number of units with recorded visits by 10% annually.**
 - a. As the recruitment of commissioner increases and visits actually occur, this should naturally happen.

Membership

1. **Develop and implement a year-round recruitment plan.**
 - a. Spring recruiting
 - b. Webelos to Scout transition
 - c. Fall recruiting
2. **Work to transition new unit growth/organization to volunteer(s) from professional staff**
 - a. Utilize the New Unit Key 3 approach and mentoring.
3. **Re-charter 85% of the units on time with complete documentation and payment plan.**
 - a. Set a firm deadline for the charters to be returned to the council office.
 - i. Offer assistance to units who struggle with the process.
 - ii. Give timely and repetitive reminders that the process is nearing the deadline.
 - iii. Review paperwork and application forms for completion BEFORE it is submitted to the council office.

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Finance:

1. **Achieve Positive unrestricted net assets**
 - a. Establish a Fund Development committee that focuses on Friends of Scouting (FOS), Special Events and Gifts in Kind
 - b. Recruit influential individuals to serve in leadership positions for the FOS campaign with the goal to raise funds by June 30, each year
 - c. Maintain a strong finance committee to control expenses, and ensure funds are being raised to meet program needs annually.
2. **Raise an additional \$5 million in endowment gifts**
 - a. Recruit a strong Endowment Champion
 - b. Form a Major Gifts Committee
 - c. Work with a major gifts professional to achieve this goal
3. **Camp 1,000 total youth in resident camps annually**
 - a. Advertise our Camps on Social Media and other avenues
 - b. Engage in Direct marketing including attending other councils camp kick-offs
 - c. Work with neighboring Council to fulfill camping needs of youth that those Councils are not offering

Leadership & Governance

1. Increase Council executive board to 40 active members by 2018.
 - a. Active year round nominating committee with Alumni Committee responsibilities
 - b. Focus on diverse community leaders with a Scouting connection
2. Increase trained, direct contact leaders to 85% by 2018.
 - a. Have an active Training committee at the Council and District levels with committee members with a wide range of talents to offer training quarterly.
 - b. Offer Wood Badge every three years and promote the cluster Wood Badge(s) annually
3. Increase District Committee Leadership to 19 members per District by 2018.
 - a. Active year-round district nominating committee
4. Recruit commissioners, as needed, for each district
 - a. Recruit a district commissioner for each district by February 2014
 - i. Identify and interview potential candidates
 1. Include a solid job description of the position.
 2. Include a list of expectations of their service while holding this position along with ideal length of service.
 - ii. For every 3 units, recruit 1 unit commissioners to serve that neighborhood.¹
 - b. Recruit enough unit commissioners in each district to have a 3:1 ratio in each county.
 - i. Examine the number of units in each county.
 - ii. For every 3 units, recruit 1 unit commissioners to serve that neighborhood.¹
 - c. Have 30% of the commissioners trained within 90 days of recruitment.

¹ A neighborhood can be geographically different for each county depending on the populations base and geographic layout of the area being evaluated.

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- i. Work with each district's training committee to hold unit commissioner training as needed where needed.
- 5. Marketing –**
- a. Recruit a Council Marketing Chairman
 - b. Work with local media (community newspapers, TV, radio, etc.) to promote Scouting
 - c. Develop relevant marketing materials to join Scouting
 - d. Update pins (unit locators) on BeAScout.org web site annually
 - e. Raise awareness of Scouting in the community
 - f. Work to reach Scouting Alumni and engage them in program, finance and service to the Sagamore Council
- 6. Achieve Council executive board and professional staff stability by 2018.**
- a. Create succession plan for Council Leadership that rotates key leadership positions every other year.
 - b. Create a staff succession plan that promotes staff members from within where possible, and then promotes them out in 5 to 6 years.
 - c. Work with all of the area colleges and university placement offices to promote employment opportunities within the BSA