

**Iroquois Trail Council, Inc.
Boy Scouts of America**

2010-2012

Strategic Plan

TRUSTWORTHY LOYAL HELPFUL FRIENDLY COURTEOUS KIND

words to live by™

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The Iroquois Trail Council has a rich history of service to youth and families in our five-county territory of Western New York. This *Strategic Plan* is a carefully-crafted guide that will serve to keep the Scouting program strong as the Boy Scouts of America begins its 2nd Century.

The *Strategic Plan* is an active document from which we will develop our annual business, program, and fundraising plans. It will be under constant review to remain current and relevant. In developing the plan, the committee sought out the thoughts and opinions of hundreds of our local Scouts and Scouters. We invite your continued participation in our development as we use these “Words to Live By” to provide strong Scouting programs to prepare youth for a bright, successful future.

Iroquois Trail Council Strategic Plan 2010-2012

The Pillars for Success as outlined in the *BSA Strategic Plan* served as a foundation for preparation of the local Strategic Plan for our Council.

Vision:

- To be the premier youth serving agency in our 5-county territory.
- To prepare young people to become responsible, participating citizens and leaders, and through them, to build better communities and a better world.

Mission:

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 Law.

Summary of Goals

Objective 1: Marketing for Membership Growth

Goal: To establish programs that successfully gain market share by making the Iroquois Trail Council well known, visible and respected resulting in an organization that boys actively seek out to join in all communities that we serve.

Objective 2: Finances

Goal: To Ensure the Iroquois Trail Council's long-term viability through fiscal control and appropriate revenue and fundraising growth that keeps pace with forecasted expenses.

Objective 3: Programming

Goal: To provide relevant program support (Activities, Training, Camping, and Advancement) that directly enables our units' attainment of the Centennial Quality Unit standards. Ensure a quality, balanced mix of events and other program measurements (benchmarks), which meet or exceed National Standards for each of the next 2-3 years.

Objective 4: Facilities

Goal: To support Program Delivery and unit service in the most efficient, cost-effective, and sustainable manner through careful review and utilization of all council properties, to include Service Centers in Lockport & Batavia and Camps Dittmer and Sam Wood.

Marketing & Membership Goal

To establish programs that successfully gain market share by making the Iroquois Trail Council well known, visible, and respected resulting in an organization that boys actively seek out to join in all communities that we serve.

Strategic Performance Objectives:

1. Increase “market share” across all membership categories.

Key Tasks:

- Establish local “champions” in each District and /or community to ensure local implementations are successful (3/31/10)
- Develop and implement a comprehensive Cub Scout recruiting plan (12/31/09) to result in growth from the 12/31/08 market share of 23% (1,960 youth) to 12/31/12 market share of 25% (2,200 Cub Scouts). Basis: 8,700 available youth
- Develop and implement a comprehensive Boy Scout recruiting plan (6/30/10) to result in growth from the 12/31/08 market share of 22% (1,170 Boy Scouts) to 12/31/12 market share of 23% (1,225 Boy Scouts). Basis: 5,300 available youth
- Develop and implement a comprehensive Venturing & Exploring recruiting plan (6/30/10) to result in growth from the 12/31/08 market share of 1% (150 Venturers) to 12/31/12 market share of 2% (300 Venturers) and growth in Exploring from .5% (184 Explorers) to 1% market share.

2. Improve communications to Scout Leaders, Business partners, Parents, and Scouts.

Key tasks:

- Develop accurate email distribution lists to ensure timely communications are delivered to the appropriate audience (3/31/10)
- Develop methodologies to keep our email lists accurate (3/31/10)
- Develop and implement a plan to better utilize the web for Marketing initiatives (12/31/10)
- Reestablish bi-monthly or quarterly newsletters to be distributed via web based technologies (12/31/10)

3. Improve “Brand” awareness

Key tasks:

- Develop a plan to maximize PR benefits of the 100 year anniversary (12/31/09)
- Create and maintain an electronic repository of News agencies to aid distribution of newsworthy items (12/31/09)
- Establish focal points for each District for Marketing/Public Relations (PR) activities (6/30/10)
- Reissue guidelines and train local Leaders on how to use the Press to keep Scouting visible (6/30/10)
- Implement consistent processes across the Council to maximize the use of our limited Marketing resources (3/30/10)
- Develop PR collateral materials for use by local leaders, Board members & staff to market the benefits of membership and /or financial support for Scouting (e.g. PowerPoint presentation of Eagle Scout Projects to demonstrate community benefit).

Finance Goal

To Ensure the Iroquois Trail Council's long-term viability through fiscal control and appropriate revenue and fundraising growth that keeps pace with forecasted expenses.

Strategic Performance Objectives:

1. Develop and manage within balanced annual Operating and Capital budgets that include: Personnel, Replacement, Repair, New Technology & New Construction

Key Tasks:

- Complete "Council Analysis Tools" provided by BSA to uncover strengths, weaknesses and potential growth areas for council fiscal operations (12/31/09).
- Complete "Executive Board Self Assessment Tool" for fiscally sound operations (3/31/10).
- Forecast 3-year budget for core operations, anticipated technology and capital needs, and personnel costs to determine reasonable financial needs (9/30/10).
- Develop a plan for revenue sources to cover anticipated gaps in funding (9/30/10).

2. Enhance endowment fundraising and management to grow and make the most effective use of the Endowment Fund

Key Tasks:

- Establish an Endowment Advisory Committee charged with reviewing current investment strategy and recommending a policy which will provide for a maximum, but safe, return on investment (3/31/10).
- Develop and adopt a distribution model for appreciated Endowment assets that takes into account needs in Operating and Capital Funds (12/31/10).
- Establish Endowment Development Committee (6/30/10).

3. Develop a strategy to improve liquidity ratio so that borrowing is not necessary during low cash-flow months. (Grow Operating Fund unrestricted cash balance to \$100,000 over next 5 years.)

Key Tasks:

- Review major operational cost centers and determine an acceptable level of surplus/(deficit) for each. Chief among these are camp operations, service centers, and major events (6/30/10).
- Derive a surplus annually from each major cost center to support growth in year-end cash reserves.

Program Goal

To provide relevant program support (Activities, Training, Camping, and Advancement) that directly enables our units' attainment of the Centennial Quality Unit standards. Ensure a quality, balanced mix of events and other program measurements (benchmarks), which meet or exceed National Standards for each of the next 2-3 years.

Activities & Civic Service

Strategic Performance Objective:

Council and district events support the mission of the council, positively impact our units' ability to achieve the Quality Unit Award, and operate with a budgeted surplus.

Key Task:

- Develop an annual schedule of Council and District Events which meet the basic criteria for successful, purpose-driven activities. Actively seek cooperation between districts to limit the number and type of annual activities such that they meet these minimum criteria.

Events must achieve the fun, inspiration, and meaningful results of a purpose-driven activity that achieves the majority of five key outcomes: Membership, Manpower, Money, Increased Awareness, Engagement, and Recognition. Events should:

1. Position Scouting as critical to the quality of life in every community we serve.
2. Instill pride within our membership for what the Scouting has been, is, and will be.
3. Help to reconnect with and re-engage our Scouting alumni.
4. Strengthen ties between the council and our units.
5. Grow programs as well as increase membership, volunteers, and/or financial supporters.

Advancement

Strategic Performance Objective:

Increase % of Cubs and Scouts achieving advancement annually.

Key Tasks:

- Enhance function of District Advancement Committees to include advisory & training role (review & interpret advancement reports & advise commissioners).
- Manage key processes of Eagle Scout Reviews & Recognition and Merit Badge Counselor Approvals
- Promote activities related to advancement – district events, merit badge colleges, etc.

Training

Strategic Performance Objective:

Support the delivery of quality local programs by training 100% of Direct Contact Leaders at all program levels.

Key Tasks:

- Implement the BSA Required Training for all Top Leaders (by Dec. 2010) & and all Direct Contact Leaders (by Dec. 2011).
- Implement required training for all Committee Chairs by Dec. 2012.
- Verify and update Council training records for individual leaders by 3/31/2010.
- Develop district training teams that are both adequately staffed and diverse enough to offer an appropriate schedule of course offerings.
- Refine training team tasks to include direct outreach to leaders in need of training.
- Ensure that a complete roster of training courses is offered annually to include: all elements of Cub Scout and Troop Leader training, Explorer & Crew Advisor Training, Den Chief and other youth leader programs, NYLT, Train the Trainer, and support for multi-council Wood Badge courses.
- Roundtable enhancements & training modules
- Implement a variety of delivery methods – formal in-person “stand-alone” sessions, online training, and delivery to youth, leaders, and parents at district activities and summer camp.
- Develop plans to overcome computer & internet access issues for those without a home computer (library and college access, Council Service Center access, etc.)

Camping

Strategic Performance Objective:

By 12/31/2012, achieve annual attendance objectives that are:

- Reasonable & realistic percentage of Council membership.
- Meet budgetary needs for the financial viability of Council Properties and Operating Budget.
- Continue to lead the Northeast Region Area 3 (NE3) grouping of councils.

Attendance objectives:

- a. 25% of Cub Scouts at Day Camp (3-yr. avg. = 21% ; NE3 avg. = 7.5%)
- b. 30% of Cub Scouts at Sam Wood Resident Camp (3-yr. avg. = 18% ; NE3 avg. = 14.5%)
- c. 55% of Cub Scouts overall at combined Council-operated summer camps (3-yr. avg. = 39%; NE3 avg. = 26%)
- d. Increase pack participation in summer camp from 65% to 75%
- e. 75% of Boy Scouts attend a BSA summer camp (3-yr. avg. = 64% ; NE3 avg. = 52%)
- f. 40% of Boy Scouts attend Camp Dittmer (3-yr. avg. = 30%)
- g. Maintain troop participation in summer camp at 90%

Key Tasks

- Create a viable Council camping committee by developing structured district camping committees. The chairperson from each district would form the core of the Council team. Their function would be to carry out the following key tasks: (3/31/10 – Chairs; 9/30/10 – full teams)
- Define and prioritize the core purposes for each council camp for both summer and year-round use (3/31/10).
- Develop a 12-month promotions plan and district volunteer teams (3/31/10).
- Determine program enhancements & elements to drive attendance (9/30/10).
- Implement a plan to increase the number of troops that regularly meet the Quality Unit standard for year-round camping and outdoor activities for their Scouts (12/31/10).

Properties/Facilities Goal

To support Program Delivery and unit service in the most efficient, cost-effective, and sustainable manner through careful review and utilization of all council properties, to include Service Centers in Lockport & Batavia and Camps Dittmer and Sam Wood.

Strategic Performance Objectives:

1. Using BSA guidelines perform a thorough cost/benefit assessment by completing an unbiased Asset Utilization & Investment Study of all council facilities. Initial analysis should be based on the council's current annual operations and utilization plan. Review & update annually.

Key Tasks:

- Develop a program-based, validated list of purposes for each property – Why do we have each?
- By 12/31/09, complete a budget impact study to determine the optimal minimum number of both year-round and summer campers needed to generate surplus (vs. deficit) revenue to the Council's annual operating budget. This should be a review of a fully encumbered camp budget, including office professional and support staff salaries, travel & other expenses.
- By 3/31/10 Establish an annual maintenance plan and budget for all council camps and service centers, to include development of a full equipment inventory & replacement/disposal plan.
- By 12/31/10 Establish a maximum cost/benefit ratio or a minimum return-on-investment to help determine the long-term use & disposition of all council properties.
- By 12/31/10 Explore and develop a list of manageable alternative revenue-generating uses for current council properties to supplement the current revenue streams of camp user fees and capital project contributions.

2. Complete a Property Investment Needs Estimate for all Council properties, to include all needed capital repairs & improvements (including routine replacement of consumable big-ticket items such as tents & technology) as well as recommendations for additional enhancements (*needs* list and *wants* list).

Key Tasks:

- Based on input from Program Committees, develop a prioritized list of Camp & Service Center capital improvements to meet the programmatic needs of our Scouts and leaders. Include a list of prospective recommended revenue sources (individuals, foundations, user fees, etc.) (6/30/10).
- Establish a timetable and business plan for the possible relocation of the Batavia Service Center at the conclusion of the current 10-year rent-free lease (2014) as well as a business plan for the possible non-renewal of the current tenant's lease at the Lockport Service Center (12/31/10).