

STRATEGIC PLAN
2019 - 2023 Strategic Vision, Goal Summary, and Assignments

Think Strategically – Act Boldly • Practice Authentic Leadership • Assume the Best in Each Other

Live and Honor the Oath and Law • Act in the Greater Interest • Impact Youth as One Family, One BSA

OPERATIONS & MEMBERSHIP RESOURCES

Strong Leadership/Membership

Serve 50,000 youth through effective volunteers, staff, and community partners

Membership Growth

- Traditional Membership:** Grow traditional membership to 31,220 (23,000 Cub Scouts; 7,520 Scouts BSA; and 700 Venture Scouts).
VP Membership/Membership Cmte (2023)
- Full Family Scouting:** Create opportunities for female youth to participate in Scouting programs. Attain 2,310 female members by 2019; 3,986 by 2020; and 6,345 by 2021.
VP of Membership/Full Family Cmte (2021)
- Workforce Development:** Connect STEM and Exploring programs with local workforce development stakeholders. Leverage STEM Scout curriculum and Exploring structure to support and expand identified stakeholder workforce development activities. Recruit youth to serve 4,000 Explorers and 2,000 STEM Scouts.
VP Membership/Exploring & STEM Cmte (2023)
- Reaching for Tomorrow:** Grow RFT program through increased funding. Identify additional opportunities for RFT program participants to attend camps. Identify methods to convert RFT participants to traditional membership. Serve 13,000 as a self-sustaining program.
Reaching for Tomorrow Director (2023)
- Diversity/Inclusiveness:** Increase membership within diverse populations. Grow Latino youth to 2,375; African American youth to 3,505; Burmese youth to 300.
Diversity and Inclusiveness Cmte (2021)
- Webelos to Scout Transition:** Increase Webelos to Scout transition from 62% to 75%.
Membership Committee (2023)

Relationships

- School Relationships:** Align council programs/resources with youth development needs at the school level. Identify and evaluate access threats and opportunities by February 1st and allocate resources accordingly. Community leader/influencer appointed to meet with school leadership within first two quarters.
VP Membership/Council Membership Cmte (Annually)

Volunteers / Staffing

- Professional Staffing:** Ensure staff and volunteers are cross-trained to deliver all key initiatives and programs. Decrease council staff turn-over to 15% (25% in 2018; 17% in 2017). Execute the Gallup Employee engagement survey annually. Develop benchmarks for improvement of the Gallup score annually.
Director of Field Services (2023)
- Unit Service:** Develop a reimagined plan for increased unit commissioner recruitment with focus on Cub Scout volunteers. Increase commissioner ratio to 1:3 by June annually. All units will receive six identified commissioner touch points annually.
Council Commissioner (Annually)
- Volunteer Structure:** Assemble task force to review district and council volunteer structure. The district and council volunteer structure should align with the current needs of Scouting, reduce complexity, address the Full Family of Scouting, promote diversity, and support all council initiatives. The plan must also identify tactics for manpower cultivation at section level.
VP Operations/Special Task Force (2019)

FISCAL MANAGEMENT

Maximize Finances and Resources

Develop a comprehensive funding model to maximize existing support and raise new revenue to allow for budget expansion.

General

- Broaden Board Engagement:** Expand engagement of current and prospective Board members in the Council's development objectives through a high-functioning Development Committee.
VP of Development/Director of Development (2019)
- Develop Online Giving Strategies:** Create online and social media giving opportunities for both existing and prospective donors.
Development and Marketing Cmte's (2019)
- Expand Fundraising Manpower:** Identify and recruit additional manpower to support the Council's Friends of Scouting campaign, special events, major gifts and endowment initiatives.
Development Cmte/Development Dept (2020)
- Improve Donor Cultivation and Retention:** Develop a regularly-occurring donor cultivation plan through improved communication and tracking methods.
Development and Marketing Cmte's (2021)

Operating Fund

- Increase Foundation Support to Council:** The Council Foundations committee will meet quarterly to research and solicit foundation grants.
Foundation Committee (2020)
- Expand Special Event Manpower:** Through year-round special event preparation, increase event committee size by 20% per year.
Development/Special Event Cmte's (2021)
- Grow Community Friends of Scouting Manpower:** Through a strong steering committee, continue to grow the community Friends of Scouting campaign manpower by 10% each year.
Development Cmte/Development Staff (2021)
- Increase Operating Fund Net Assets:** Through fiscal stewardship and growth in philanthropic support, increase the Council's operating net assets by \$250,000+.
Board/Development Cmte (2022)
- Grow Governor's Luncheon for Scouting:** Grow the annual Governor's Luncheon for Scouting (GLFS) proceeds from \$1M to \$2M.
Board, Development Cmte, Governor's Luncheon Leadership Team (2023)

Capital

- Achieve \$8M Capital Campaign Goal:** Secure new gifts totaling \$3.7M to achieve the *Growing Future Leaders (GLF)* Capital Campaign goal.
Board, GFL Campaign Cmte, Trustees (2020)
- Recruit Major Gifts Committee:** With assistance of key Council leadership, recruit a major-gifts steering committee consisting of Board and non-Board members active in the pursuit of capital support.
Board, Trustees, Director of Major Gifts (2019)

Endowment

- Grow James E. West Donors:** Identify, cultivate, and secure 50 new James E. West Fellows annually to be recognized at the annual Scouting Heritage Society and Donor Appreciation Event.
Trustees/Planned Giving Cmte (Annually)
- Increase Council Endowment Assets:** Grow the Council Endowment fund by 10% annually to achieve the National BSA recommended Endowment Fund balance of three times the annual operating budget.
Trustees/Planned Giving Cmte (Annually)
- Create an Active Endowment Committee:** Through Board development identify and recruit an active Endowment committee consisting of five members increasing to 15 by 2020.
Endowment Committee (2020)

EFFECTIVE GOVERNANCE SYSTEMS

Strong Governance Operations

Strengthen Council governance through transparent and sound not-for-profit business systems and processes.

Talent Management

- Staff Onboarding/Offboarding:** Develop formal onboarding and offboarding practices to ensure early engagement of new staff, retention of high potential employees and the intentional transfer of institutional knowledge for departing/retiring employees.
Comp/Benefits Cmte/Council Mgmt (Annually)
- Sustainable Finance-Related Committees:** Create a coordinated succession plan to ensure the Council's finance-related committees (Finance, Development, Audit, Planned Giving and Trustees) recruit and maintain a sufficient number of high-caliber and effective members.
Board/Trustees/Staff (Annually)
- Board Cultivation & Recruitment:** Complete an annual Board/Executive Committee assessment to identify and recruit top community talent.
Nominating Cmte (Annually)
- Diversity & Inclusion:** Take deliberative steps to identify and recruit diverse individuals in all district and council committees.
Nominating/Respective Cmte's (Annually)
- Board Retreat:** Conduct an annual Board retreat to formalize Council objectives which align to the strategic plan.
Strategic Plan Task Group/Key-3 (Annually)

Business Planning & Continuity

- Comprehensive Business Plans:** Develop and update annual comprehensive membership, development and program business plans which support and align with the council's strategic plan.
Membership, Development, Program and Finance Cmte's (Annually)
- Strategic Property Usage:** Evaluate council properties to identify core vs non-core assets; institute an asset management plan which supports the council's strategic plan for property retention and utilization.
Properties Committee (2019)
- Determine Business Risk:** Assess significant business risks to the Council and develop both proactive and reactive plans to mitigate and/or address those risks identified as critical.
Board/Special Task Force (2019)
- Disaster Recovery/Business Continuity** Develop a Disaster Recover and Business Continuity Plan for essential Council operations. Review and update annually.
Risk Management Cmte (2021)

Internal Processes & Procedures

- Develop Sound Fiscal Controls:** Review and update annually council fiscal controls to minimize financial loss to the Council.
Finance Committee (2019)
- Create a General Gift Acceptance Policy:** Draft and publish a general gift acceptance policy applicable for both capital and endowment gifts to the Council that are not specific to an individual campaign.
Foundation Trustee (2019)
- Update Council Strategic Plan:** Annually, review completed strategic plan items and extend by one year, the council's strategic plan.
Strategic Plan Task Group (Annually)

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BRAND MANAGEMENT & PUBLIC RELATIONS

Marketing/Building our Brand

Ensure Scouting remains socially relevant for families of both today and tomorrow.

Strategic Marketing

- Marketing Plan:** Develop a multi-year marketing plan for all aspects of Council operations. **Marketing Cmte (2019)**
- Active Marketing Committee:** Recruit an actively engaged Marketing Committee with members representing a wide range of public relations and communications expertise. **Marketing Cmte (2019)**
- Social Media Campaign:** Implement grassroots Council social media campaigns (hashtag campaigns) to pull images, videos and stories from our Scout units and families. **Marketing Cmte (2019)**

Partners & Relationships

- Develop Positive Media Relationships:** Utilize stories obtained from grassroots campaigns to build strong media relationships and increase earned media exposure (unpaid) through consistent and targeted media releases/pitches. **Marketing Cmte (2019)**
- Develop Strategic Marketing Partnerships:** Strengthen the local Crossroads of America Council brand through a variety of marketing partnership opportunities including advertising, sponsorships, etc.). **Marketing Cmte (2020)**
- Grow Civic Partnerships:** Strengthen the Council brand through a presence at civic, chamber, community events. **Marketing Cmte (2020)**
- Identify and Expand Community Partnerships:** Cultivate community partnerships to expand and enhance Scout unit programs and/or family opportunities. **Marketing Cmte (2020)**
- Community Resource:** Become ‘expert resource’ for local media when reporting on Scouting activities and youth character building. **Marketing Comm- 2021)**

PROPERTIES & FACILITIES

World Class Properties

Reinvest in the Council’s capital camps, to serve as resources for Scouting families and our communities.

Camp Belzer

- Convert Field House to Program Hub:** Relocate maintenance center converting Field House to a year-round program hub to support school groups and Scouting programs. **Special Task Force (2020)**
- Family Adventure Campgrounds:** Become a part of the National Council’s network of Family Adventure Campgrounds to serve Scouting alumni and families from across the United States. **Special Task Force (2020)**
- Downtown Belzer:** Reinvent the camp’s entry experience to create a “Downtown Belzer” area with welcome center and enhanced parking lot. **Special Task Force (2021)**
- Upgrade Camp Aquatics Program:** Move and upgrade the aquatics experiences of camp with a new pool, splash pad and access to the camp’s lagoon. **Special Task Force (2023)**
- New Camping Opportunities:** Create additional camping opportunities with cabin space and van/recreational vehicle camping opportunities. **Special Task Force (2023)**

Camp Kikthawenund

- Model Campsites:** Refurbish and upgrade the campsite experience with grading of sites, installation of tents and new latrines. **Special Task Force (2019)**
- Lakeside Programming:** Reinvigorate the Lake Cherokee program area by addressing water quality, installing a boardwalk and upgrading program structures. **Special Task Force**
- Camp Roads:** Refurbish and upgrade the entry experience through road expansion and resurfacing, widening the culvert and having a new welcome center. **Special Task Force**
- Camporee Space:** Create a dynamic camporee field for large Scouting events including the Order of Arrow and Firecrafter. **Special Task Force**
- Common Grounds:** Upgrade the social spaces for families at camp through terracing the activity field, shade spaces around the pool deck and trading post expansion. **Special Task Force**

Camp Krietenstein

- Camp Infrastructure Upgrades:** Identify and address key facility infrastructure needs with a water system upgrade, maintenance complex and redefined road and parking lot. **Special Task Force**
- Staff Housing:** Create indoor housing options that will support year-round unit and group rentals while fulfilling our need to house seasonal staff. **Special Task Force**
- Program Features:** Install amenities that will further the property’s ability to be sustainable and exciting to customers including a climbing tower, mountain biking course and swimming pool. **Special Task Force**
- Heart of Camp:** Upgrade the heart of camp area with installation of a new trading post cantina with outdoor seating and activity center for group usage. **Special Task Force**

Ransburg Scout Reservation

- New/Upgraded Bathrooms:** Upgrade bathroom and shower facilities to serve individuals in a modern environment. **Special Task Force**
- Renovated Campsites:** Expand, rename and rebuild campsites to create more summer capacity. **Special Task Force**
- Expanded Program Experiences:** Make upgrades that will allow Ransburg to offer unique program experiences including natural climbing area, canopy tour zip lines, shooting sports complex and campfire arena. **Special Task Force**
- New Dining Hall:** Create a new multi-season dining hall facility that can double for conference center operations while capturing a waterfront view. **Special Task Force**
- Older Scout Adventure Area:** Connect Wilderness and Adventure Points to create a new standalone summer camp operation called RAW – Ransburg Adventure Wilderness.

COUNCIL PROGRAMS & SERVICES

Dynamic and Relevant Program

Develop programs for 21st century families to reach an 80% retention rate in Scouting over the next 3-5 years.

Planning and Progression

- Ideal Year of Scouting:** Help families in their journey from shopping for a youth program to thriving and achieving in Scouting through an Ideal Year of Scouting so that 100% of Cub Scout Packs develop annual calendars and budgets. **Special Task Force (2020)**
- Progressive Programming:** Redefine a Scout family’s journey through our programs and properties utilizing a progression of summer experiences to double annual youth attendance.
 - Lion & Tiger Programming at Day Camps
 - Wolf & Bear Programming at Kikthawenund
 - Webelos Programming at Krietenstein
 - Scouts BSA Programming at Ransburg
 - High Adventure Trips**Camping Cmte/Program Staff (2020)**

Unit and Family Programs

- Unit Year-Round Camp Opportunities:** Expand and reinvigorate unit camping experiences at our properties during the non-summer season.
 - Volunteer and Facilitator led Programming
 - Introduction of Winter Camp programs
 - Initiative focused programs for STEM Scouts and Explorers.**Camping Cmte/STEM/Program Staff (2020)**
- Unique Program Delivery:** Engage new families and leaders using relevant communication platforms:
 - YouTube Channel
 - Podcast
 - Targeted Email**Special Task Force (2021)**
- Council Camporee:** Host the largest Scouting event Indiana has ever seen providing Scouts with a near-Jamboree experience. **Special Task Force (2022)**

Quality/Trained Leaders

- Leader Position Specific Training:** Ensure all direct contact leaders are trained in their specific role within the first three months of registering. **Training Cmte (2021)**
- Woodbadge Training:** Grow the number of adults who are Woodbadge trained to 25%. **Training Cmte (2023)**
- National Youth Leadership Training:** Grow to serving 5% of all Scouts BSA youth and maintain that level. **Training Cmte (2022)**

Program Partnerships

- Community Partnerships:** Create and maintain mutually beneficial partnerships with likeminded community organizations to supplement experiences.
 - Family Friendly Events
 - Cub Scout Adventures
 - Merit Badge Workshops**Special Task Force (2020)**
- Community Service:** Focus our efforts and impact on the community through our two annual civic service projects and have 85% of units participate.
 - Spring – Scouting For Food
 - Fall – Adopt a School**Special Task Force (2020)**

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