

NORWELA COUNCIL  
BOY SCOUTS OF AMERICA

# 20/20 VISION

Five Year Strategic Plan 2016-2020

*A look into next-level Scouting, encompassing all areas of  
Journey to Excellence*



MEMBERSHIP ★ PROGRAM ★ UNIT SERVICE ★ FINANCE  
LEADERSHIP & GOVERNANCE ★ MARKETING

## Vision: Life-Changing Experiences for More Youth

A life-changing experience will educate young people, retain them, instill values, and develop their leadership skills while creating memories that will last a lifetime.

### MISSION:

The mission of the Norwela Council, 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.

#### 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

# MEMBERSHIP



## Membership Vision:

- Increase participation from 2,899 to 4,000 total youth members within the next five years
- Increase our ability to serve youth of all ethnic, economic, and religious backgrounds in both urban and rural areas of the Council territory, within the next five years

## Membership Key Issues:

- Norwela Council currently serves **3.29% of its 88,520** total available youth
  - ◇ Cub Scouts **4.5%** (national average is 12.2%)
  - ◇ Boy Scouts **2.6%** (national average is 13.1%)
  - ◇ Venturers **.28%** (national average is 1.2%)
  - ◇ Exploring **0%** (national average is .9%)
- Norwela Council loses over 40% of its registered current Scouts every year. The National retention rate is 76%.

## Strategic Objectives to Address Key Membership Issues:

### 1. Achieve a market share of 7.6% by 2020.

(2016: 5.9%, 2017: 6.19%, 2018: 6.27%, 2019: 3.03%, 2020: 1.5)

1.1 Achieve an average annual growth of 220 youth members, including Explorers.

(2016: 3114, 2017: 3195, 2018: 3229, 2019: 2684, 2020: 1331)

1.2 Engage the Council Marketing committee of five volunteers to improve awareness of all Scouting programs throughout the Council territory.

1.2.1 Publish five newsletters per year and circulate electronically through all of the districts.

1.2.2 Send invites to all units to join the Council Facebook Page by December 31, 2016 and quarterly each subsequent year.

1.2.3 Submit press releases to local media outlet about five of our signature council events each year.



# MEMBERSHIP



1.3 Organize a net of 10 new units (Cub Scout Packs, Boy Scout Troops, Venturing Crews, and Explorer Posts) per year for the next 5 years, growing from 115 units to 165 units.

(2016: 117, 2017: 119, 2018: 122, 2019: 119, 2020: 82)

**2. Grow the Exploring Program by 75 youth per year for the next 5 years by creating community partnerships with career driven agencies.**

(2016: 19, 2017: 52, 2018: 24, 2019: 29, 2020: 12)

**3. Increase retention by 2% per year, moving the council from 57% to 67% over the next 5 years.**

(2016: 61%, 2017: 59%, 2018: 58%, 2019: 57%, 2020: 50%)

3.1 Collect information from Scouts related to how they leave our program. (A minimum of 50 surveys will be sent to email addresses each year to parents of youth who do not recharter.)

3.2 Solicit and apply the best practices from other Councils that have significant successes in retention. (Each year Norwela Council will contact other Councils with 70% and higher retention to check and apply best practices.)

**4. Continue to provide registration and camp assistance for at-risk youth and units that need financial assistance.**

(2016: \$9,900, 2017: \$17,400, 2018: \$18,100, 2019: \$13,000, 2020: \$7,300)

4.1 Hire additional paraprofessionals to serve urban youth by increasing workforce hours from 15 hours a week to 30 hours a week by 2018.

(2016: 15 hours/week, 2017: 15 hours/week, 2018 – 2020: 15 hours/week)





# PROGRAM

## Program Vision:

- Provide diverse, exciting, relevant, and appealing indoor and outdoor experiences for our youth by offering dynamic program opportunities

## Program Key Issues:

- Many Norwela Council Troops attend other summer camp programs
- Only 19% of registered Boy Scouts attend Kinsey Scout Reservation
- Only 5.89 % of Cub Scouts attend Cub Scout Day Camps
- Only 34.05% of Cub Scouts advance in rank each year (national average is 60.1%)
- Only 39.87 of our Boy Scouts advance in rank each year (national average is 41.6%)
- Only 12,688 Community Service hours for 115 units are recorded
- Not every district has a Day Camp

## Strategic Objectives to Address Key Program Issues:

### 1. Update all summer camping programs with an engaging and exciting camping experience that meets or exceeds all BSA and state/county safety standards.

1.1 Offer Twilight Camps as an alternative Day Camp to accommodate working parents in each of two districts by 2018.

1.2 Offer Day Camps in each of the 5 districts by 2018.  
(2015: 3 day camps offered)

1.3 Offer at least two additional merit badge related programs or other signature programs at summer camp per year over the next 5 years. **ATV, Blacksmithing, Aviation**  
(2016: 39, 2017: 39, 2018: 40, 2019: 40, 2020: 41)

1.4 Conduct a minimum of five surveys a year from program related events and to get feedback on how we can improve our camping and outdoor programs.



# PROGRAM



1.5 Repair, upgrade, and/or undertake improvement to 80% of all camp facilities that have deteriorated beyond a minimum quality standard each year.

1.6 Offer exciting Council Cub Camping programs in the fall and spring to attract 4000 attendees.

1.7 Add one high adventure program by 2019 to Kinsey Scout Reservation to attract, serve, and retain older Scouts, Venturers, and Explorers.

1.8 Build a pavilion with signage to make the waterfront properties more attractive in 2016.

1.9 Replace 90 frames and tents in campsites.  
(2016: 60, 2017: 30)

## **2. Provide advancement opportunities at 100% of district and council level with program experiences.**

2.1 Engage the advancement committee to monitor advancement records of all units and give special attention to units with below-average advancement percentages to increase advancement each year for five years.

**Cub Scouts :**

(2016: 47%, 2017: 48%, 2018: 42%, 2019: 42%, 2020: n/a)

**Boy Scouts :**

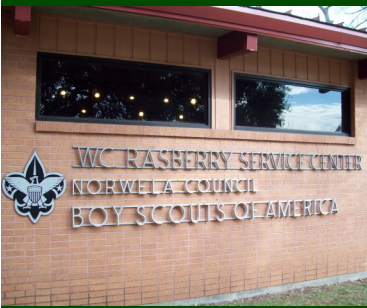
(2016: 49%, 2017: 43%, 2018: 45%, 2019: 49%, 2020: n/a)

2.2 Adopt and apply a process that does not provide advancement through the Norwela Council Scout Store unless they complete advancement form is submitted.

2.3 Utilize Unit Commissioners to provide help and assistance to 100% units struggling to reach their advancement objectives

## **3. Develop at least one Council sponsored event for Venturers and Explorers by 2017.**

# PROGRAM



## **4. Educate units to know how to log service hours.**

4.1 Place service hour instructions on the council website in 2016.

4.2 Place service hour logging instructions in recharter packets each year.

4.3 Educate units in group settings such as Roundtables and Commissioner Meetings on how to log service hours 2016 - 2020.

## **5. Provide 100% of the recommended upgrades to the Council Service Center to make it more appealing to customers.**

5.1 Complete 100% of the project that moves the receptionist/store manager to the front of the office for better customer service in 2016

5.2 Paint 100% of the interior of the W.C. Rasberry Scouting Center by 2019.

5.3 Replace 100% of the carpet in 2019.

5.4 Replace 100% of worn office furniture in 2020.

5.5 Purchase a 40 - 50 inch television to be placed in the lobby of the Norwela Council Service Center to the displays key upcoming events and announcements by fall 2019.

# UNIT SERVICE



## Unit Service Vision:

- Strengthen our chartered organizations and units so they can offer the best possible program to the youth
- Achieve a 3:1 unit commissioner ratio
- Increase unit visits by commissioners

## Unit Service Key Issues:

- The council's unit retention is below 90%.
- Only 2.72% of units are receiving six or more unique visits or contacts as reported in Commissioner Tools.
- The Unit Commissioner ratio is 4:1 compared to the 3:1 National Standard.
- The Voice of the Scout Net Promoter Score is less than 44%.

## Strategic Objectives to Address Key Unit Service Issues:

1. Provide Institution Head visits to 100% of units 90 days prior to charter renewal each year.
2. Conduct semi-annual unit assessments of 100% of units each year.
3. Assign a trained, experienced unit commissioner (NUC) to 100% of new units to ensure that the new unit survives the first 36 months of its existence.
4. Recruit and train enough unit commissioners for each district having a 3:1 or better unit/commissioner ratio each year for the next 5 years.  
(2015: 4:1, 2016: 4:1, 2017: 4:1, 2018: 5:1, 2019: 5:1, 2020: 3:1)
5. Hold an annual commissioner conference for 100% of unit commissioner starting in 2017 to provide Commissioner training.
6. Achieve the goal of 30% of units being documented in Commissioner tools by putting special emphasis on logging and reviewing unit visits in Commissioner Tools by unit commissioners at council commissioner meetings and district commissioner staff meetings.  
(2016: 20%, 2017: 20%, 2018: 20%, 2019: 25%, 2020: 6%)



# FINANCE



## Finance Vision:

- Meet the needs of Scouting through growth in operating, capital, and endowment funds to significantly develop resources, council properties, and council staff in service to our youth and communities.

## Finance Key Issues:

- Friends of Scouting Direct support will need to grow substantially to reach membership and program objectives.
- Investments in our council office have largely been limited to maintenance and are in need of upgrades.
- The Endowment has grown significantly due to natural resources from our camp but other income streams must be identified to serve more youth and deliver better programs.
- Our special event income has decreased in the last two years from \$66,617 to \$56,777.

## Strategic Objectives to Address Key Finance Issues:

### 1. Engage an active finance committee of five volunteers in all council special events.

1.1 Add new teams to the Clay Shoot to replace teams that no longer participate to get up to 40 participating teams by 2020. (2016: 23, 2017: 30, 2018: 31, 2019: 17, 2020: ?)

1.2 Increase gross revenue in the "This Is Your Life" event by \$2,000 per year to gross \$20,000 by 2020.  
(2015: \$8,450 2016: \$6,000, 2017: \$14,775, 2018: \$0, 2019: \$0, 2020: \$0)

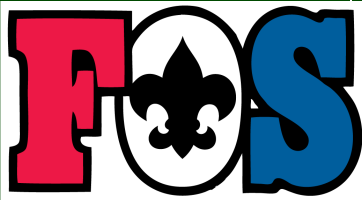
1.3 Increase gross revenue in the Whitney M. Young Reception by \$2,000 a year to gross \$28,000 by 2020.  
(2015: 20,250, 2016: \$14,850, 2017: \$21,350, 2018: \$21,419, 2019: \$18,475, 2020: \$27,385)

### 2. Create camp card sales to increase revenue by \$20,000.

(2015: \$0 2016: \$0, 2017: \$0, 2018: \$0, 2019: \$19,715, 2020: \$20,500 estimate)



# FINANCE



### 3. Increase income from the annual “Friends of Scouting” campaign from \$189,000 in 2015 to \$300,000 in 2020.

(2015: \$189,900 2016: \$245,100, 2017: \$248,600, 2018: \$262,000, 2019: \$248,700, 2020: \$135,500)

3.1 Organize a new council Friends of Scouting campaign that targets non board members to raise a minimum of \$20,000 per year starting in 2017.

(2016: \$0, 2017: \$0, 2018: \$, 10,000: \$12,150, 2020: \$0)

3.2 Raise \$95,000 from the Board Campaign.

(2015: \$44,700, 2016: \$80,775, 2017: 81,240, 2018: \$92,000, 2019: \$89,800, 2020: \$73,400)

3.3 Raise \$205,000 from District Campaigns.

(2015: \$189,900, 2016: \$164,400, 2017: \$167,300, 2018: \$160,400, 2019: 146,700, 2020: \$61,200)

### 4. Increase net revenue from product sales from \$100,000 in 2015 to \$130,000 in 2020 (average growth rate of 6% per year).

(2015: 100,871, 2016: \$130,311, 2017: \$143,980, 2018: \$149,472, 2019: \$120,003, 2020: n/a)

### 5. Maintain a balanced budget with at least a \$3,000 surplus each year. (2015: \$2,667 2016: \$22,965 2017: \$41,956 2018: \$83,224 2019: \$8,831 2020: n/a)

### 6. Increase revenue from camping and activities through higher youth membership and increased participation to meet short and long-term needs.

(2015: \$142,803 2016: \$196,165, 2017: \$279,079, 2018: \$192,378, 2019: \$217,432, 2020: \$29,070 to date)

### 7. Increase permanently restricted gifts to the Endowment fund.

(2015: \$0, 2016: \$0, 2017: \$0, 2018: \$2,000 gift, 2019: \$1,000 gift, 2020: \$0)

7.1 Improve education of current prospective donors on giving tools like Annuities, Estate Planning, Deferred giving and other methods of planned giving by publicizing information through newsletters, board meetings, and district committee meetings twice each year.



# FINANCE



8. **Strengthen foundation, grants, and other direct contributions revenue income to meet short and long-term needs.**

(2015: \$56,826, 2016: \$53,790, 2017: \$52,200, 2018: \$62,700, 2019: \$79,105)

9. **Strengthen Scout Shop revenue to income to meet short and long-term needs.**

(2015: \$48,348, 2016: \$49,609, 2017: \$44,565, 2018: \$44,020, 2019: \$32,153, 2020: \$7,323 to date)

# LEADERSHIP & GOVERNANCE



♣ **Trained**

## Leadership and Governance Vision:

- The council has disciplined, sustainable, transparent governance structures that maximize the quality and efficiency of services delivered.

## Leadership and Governance Key Issues:

- The district committees across the council are lacking committee structure and a sufficient number of volunteers (average 12 per district) National Average is 22.6
- The council only has 34.86% of its direct contact leaders trained.
- The council has less than 56% of its volunteers trained in youth protection. National is 82.2% all positions.

## Strategic Objectives to Address Key Leadership and Governance Issues:

1. Assist district committees to recruit an average of 25 volunteers serving on the district committee (district chair, operating committee chairs, and district committee members) by 2020.  
(2015: 63 2016: 71, 2017: 78, 2018: 79, 2019: 76, 2020: 52)
2. Review and improve 100% of the council and district training courses.
  - 2.1 Create and execute a plan to move the Council to 100% Youth Protection Trained by 2019.  
(2016: 0, 2017: 0, 2018: 100%, 2019: 100%)
  - 2.2 Move basic volunteer training from the council to 100% of districts hosting a minimum of two district leader specific trainings per year by 2017.  
(Each District has spring and fall leader training)
  - 2.3 Strive to have 90% of direct volunteer leaders trained by 2019 (2015: 53%, 2016: 66%, 2017: 65%, 2018: 63%, 2019: 49%, 2020: 41% to date)



# LEADERSHIP & GOVERNANCE



## **3. Document and assess periodically all governance bylaws and policies.**

3.1 Share the council plans and objectives at a quarterly Coordinated Council Program Meeting for operating committee chairs and commissioner staff to review, discuss and implement starting in 2016.

3.2 Inventory and amend as necessary all existing executive board and board of trustees roles and responsibilities each year starting in 2016.

3.3 Review and amend as necessary the existing nominating committee processes each year starting in 2016.

3.4 Review and amend as necessary the new executive board member orientation and annual training for existing board members in 2016.

3.5 Increase the diversity and Norwela Councils 115 board and district committee members each year starting in 2016.

(Diversity Award received in 2017, 2018, and 2019)

# MARKETING



## Marketing Vision:

- Increase the visibility of Scouting through marketing our specific programs and/or facilities.

## Marketing Key Issues:

- The Council does not take full advantage of the positive media environment that exists for Scouting within our Council boundaries.

## Strategic Objectives to Address Marketing Key Issues:

1. **Develop and implement 100% of a comprehensive marketing plan to support efforts to increase traditional membership, community collaborations, and financial support by 2019.**
2. **Revamp 100% of the council website to make it more appealing to our customers and prospective customers.**
  - 2.1 Improve internet marketing and communication through the council website, utilizing 100% of the appropriate resources of the BSA national website
  - 2.2 Constantly monitor the council website to make it more informative, current, and user friendly by tracking the number of hits on the website using Google Analytics.
3. **Find creative way to market our camp by creating a brochure in 2016 listing camp amenities where five outside organizations use the camp facilities each year.**
4. **Develop relationships with organizations to obtain five billboards per year and five radio spots a year.**
5. **Add a video of summer camp to the council website by 2018.**