

**Strategic Plan Update to the Executive Board  
(Membership Related Initiatives)**

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<b>Goal</b>	<b>Progress Notes</b>
<b>Strategy 4.1 - Focus recruitment on parents of young children, and provide a guided path from Cubs to Scouts.</b>	
Tactic 4.1.1 Launch the Lion pilot for 5 year old boys with several targeted Cub packs in each district.	<i>Lion Pilot continued for a second year in 2017 with 255 youth registered at year-end, a 33.5% increase over the initial year. The Lion program has become an official part of the BSA program this year. At the end of May 2018, 288 Lions were registered. Cub Scout packs will also be able to recruit kindergarten girls in the fall.</i>
Tactic 4.1.2 Develop a comprehensive Webelos-to-Scout transition plan with a focus on communications between Cub Scout packs and Boy Scout troops. Train Cub pack leaders to engage parents regarding the benefits of having their children transition to the Boy Scout program, and help parents find and transition to the optimal fit Scout troop for their child.	<i>Multi-year tactic; Operation Crossover occurred in 2016 and 2017 and will continue this year. For 2018, the membership committee will place an emphasis on facilitating communication between Cub Scout packs and Boy Scout troops and providing resource materials.</i>
Tactic 4.1.3 Embrace year-round recruitment at all Scouting levels	<i>Multi-year tactic; membership growth of 0.3% in 2016 and 1.0% in 2017. This tactic is incorporated throughout the council's 2018 membership growth plan.</i>

<b>Goal</b>	<b>Progress Notes</b>
<b>Strategy 4.2 - Reorganize and intensify efforts to expand membership in Philadelphia.</b>	
Tactic 4.2.1 Re-district existing ScoutReach programs into the districts in which they are geographically located and redirect existing staff to work within these districts.	<i>Completed as of August 2017. The ScoutReach District has been eliminated and after-school programs have been realigned to the districts in which they are geographically located.</i>
Tactic 4.2.2 Enhance staff support of the Triune District through a three-person professional team due to highest level of non-Scouting youth availability. Focus on improvements in the Triune which has the highest levels of non-Scouting youth (and therefore insignificant market penetration) by enhancing staff support by creating a three-person professional team.	<i>Completed as of September 2017. The ScoutReach Director position has been eliminated and there is a two-person team in Triune (district executive and senior district executive), supported by the Philadelphia Field Director and a Membership &amp; Program Executive.</i>
Tactic 4.2.3 Assign leadership to work closely with existing, stronger charter partners to further enhance their programs and expand membership through intensified recruitment and retention efforts.	<i>Board-level leadership will be given to intensifying district support of unit programs in 2018 as part of the overall effort to strengthen recruitment and retention. The Family Scouting roll-out presents an opportunity to reach-out to chartered organizations to discuss serving more youth and families.</i>
Tactic 4.2.4 Hire a part-time coordinator for after-school programming and develop a robust staff training program.	<i>Completed. A full-time Membership &amp; Program Executive was hired effective September 1, 2017.</i>

Goal	Progress Notes
<b>Strategy 4.3 - Strengthen retention initiatives.</b>	
Tactic 4.3.1 Identify resources, programs and activities that can be utilized by units in the delivery of the Trail to First Class.	
Tactic 4.3.2 Expand Career Exploring programs to educate Scouts about career opportunities that align with the region's workforce development needs.	<i>Multi-year tactic; 11 total posts in 2016, 15 in 2018, and a goal of 18 in 2018. Focus will be placed on developing posts in the skilled trades and healthcare fields.</i>
Tactic 4.3.3 Expand Venturing membership by partnering with organizations that meet the hobby interests of teenagers.	<i>Multi-year tactic; 296 Venturers in 2016 and 261 in 2017. Growing teenage coed programs is a pillar of the membership plan for 2018 and will receive renewed emphasis.</i>
<b>Strategy 4.4 - Continue to learn from our experiences and adapt our approaches.</b>	
Tactic 4.4.1 Develop a task force to explore and launch pilot programs that can expand membership, e.g., co-ed programs, target needs of parents reluctant to participate.	<i>Multi-year tactic: - Lion Pilot to continue - STEM Scouts Pilot secured; awaiting funding - Family Scouting early adopter program launched in January with full rollout in the fall.</i>
Tactic 4.4.2 Create surveys for a) parents of youth who do not continue, and b) youth (age 13+) who do not continue in order to understand their reasons. As legitimate themes emerge, create strategies to address programmatic issues, and communications plans to invite their return to a program that may better serve their needs.	<i>In development for 2018; targeted to begin in July.</i>
Tactic 4.4.3 Offer unique solutions, each with a Scouting component which addresses customer's unique needs.	<i>In cooperation with the marketing committee, utilizing market data to develop personas for our customers and develop visualizations to identify target markets.</i>
<b>Strategy 4.5 - Invest in the recruitment, cultivation and ongoing support of charter partners.</b>	
Tactic 4.5.1 Create a rubric and evaluate the effectiveness of current charter partners. Develop affirming action plans to help them address deficiencies if they are willing to do so.	<i>Not started</i>
Tactic 4.5.2 Revise the roles and responsibilities of charter partners to reflect a balance of council needs and realistic expectations on what they can provide.	<i>Not started</i>
Tactic 4.5.3 Assign specific staff or volunteers to each charter partner to strengthen existing and foster new partnerships.	<i>New-unit development continues to be a pillar of the membership plan for 2018. Goal of 40 new units this year.</i>
Tactic 4.5.4 Identify communities most in need of charter partners and recruit charter partners that meet revised roles and responsibilities within those communities.	<i>Prospect lists developed annually and updated monthly.</i>