Strategic Plan 2016 – 2019

May 2016

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INTRODUCTION

With one of the best known brands in the country and a ubiquitous program that can reach every community regardless of socio-economic profile, the Cradle of Liberty Council (the Council) has the opportunity to have a profound impact on the lives of youth and communities at a scale unparalleled by any other youth-serving organization in the region.

Scouting is a great program whose basic approach aligns with evidence-based best practices for youth development, i.e., start young, stick with youth for the long term, connect youth to caring adults, provide consistent messages, and help them through key transitions in their lives. Moreover, the science related to the benefit of children spending time in nature is well documented, something Scouting knew and practiced long before it was fashionable. Scouting has it all; the question is how to bring this to the broad spectrum of communities throughout the Council's region, from middle class communities with access to resources, to inner city neighborhoods lacking social capital and infrastructure.

At the same time, we face challenges:
- Parents having multiple choices on where there children should spend their free time who feel that they have very little free time of their own
- Reliance on local houses of worship as partners (charter members) in creating or growing units at a time when participation in organized religion is declining
- A service delivery model that relies on engaged volunteers that report feeling under-prepared and who are in short supply in many communities
- 39% of children live in poverty in Philadelphia, and with a school system in which only 65% of the children graduate from high school, such that meeting basic human needs can eclipse parents' ability to focus on activities such as Scouting
- The national controversy concerning who can participate and serve as a volunteer that created a high level of organizational distraction to address and alienated a significant segment of society
- Competition for the attention and resources of participants, partner organizations and donors.

The Council wants to serve more youth and their families. The Council's three-county region is home to approximately 150,000 boys ages 8-18.[1] The Council had 13,046 members in 2015, or approximately 9% of the market. The Council experienced a 23% decline in membership from its 17,047 members in 2010. The Council is committed to reversing this trend, bringing its proven program to more youth in more communities.
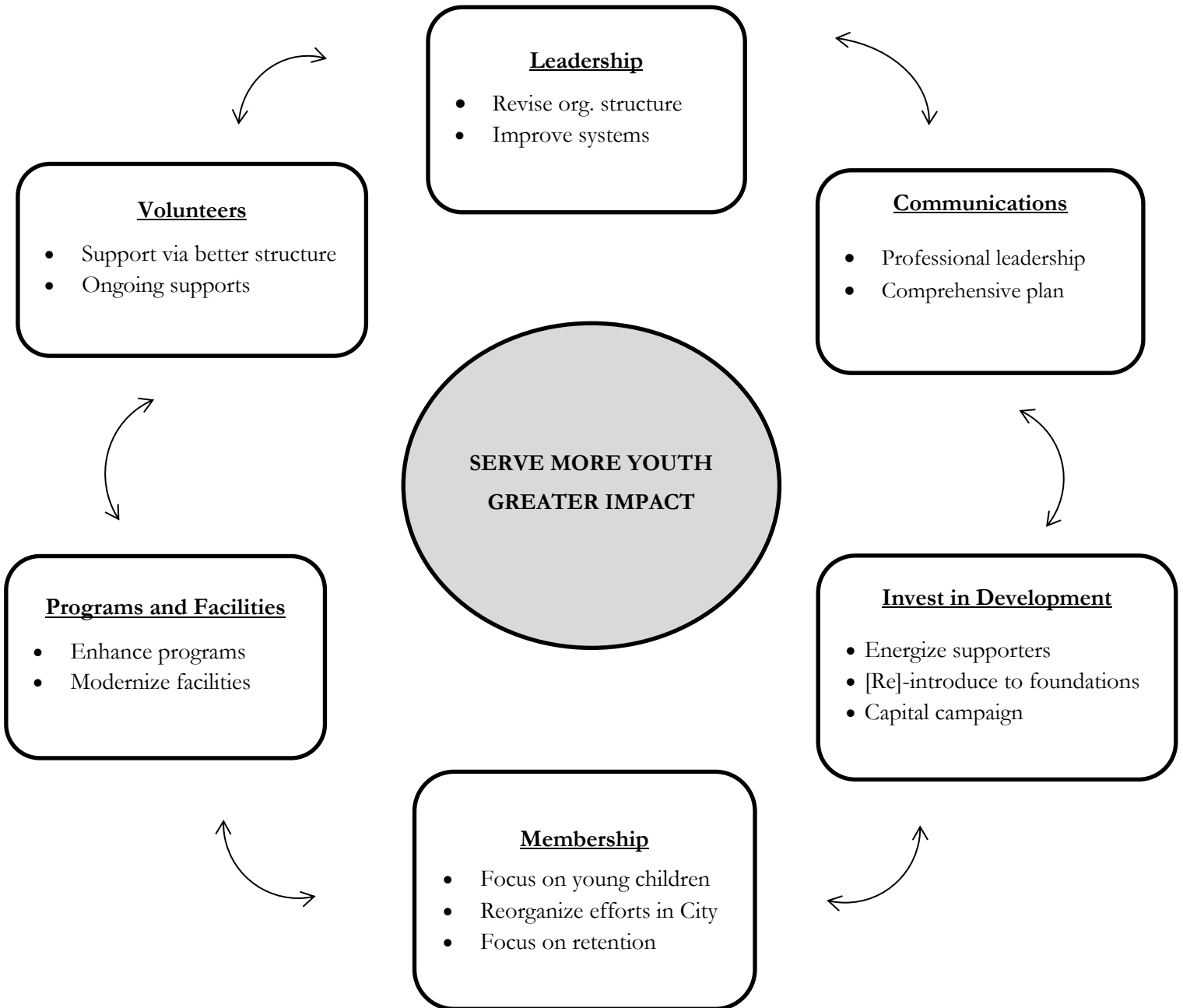
People involved in Scouting are passionate about the mission and the organization, and are highly committed to its advancement. Engagement is also highly personal, with perspectives on the right way to move forward informed by each person's life experience as a Scout, a parent, a volunteer and a participant in the broader community. These passions and personal experiences created spirited discussion throughout the strategic planning process. This document represents the combined aspirations and ideas of many people. It seeks to honor the diverse perspectives on what is best for Scouting while providing a unified plan on how to move forward. It is both aspirational and practical. Implementation will be an ongoing dialectic, with course directions made based upon what is learned.

Scouting is a bedrock institution that helps young people develop into responsible adults and strengthens the fabric of society. This plan is intended to strengthen Scouting's ability to reach more youth in order to positively impact their lives and society at-large.

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[1] US Census 2010. While Scouting starts younger than 8, the census groups age cohorts differently than Scouting's target age group. Nevertheless, the general point remains valid.

SUMMARY OF STRATEGIC GOALS

Leadership

- Revise org. structure
- Improve systems

Communications

- Professional leadership
- Comprehensive plan

Volunteers

- Support via better structure
- Ongoing supports

**SERVE MORE YOUTH
GREATER IMPACT**

Programs and Facilities

- Enhance programs
- Modernize facilities

Invest in Development

- Energize supporters
- [Re]-introduce to foundations
- Capital campaign

Membership

- Focus on young children
- Reorganize efforts in City
- Focus on retention

MISSION AND POSITON STATEMENTS

Revised Mission Statement

Scouting shapes young people to make good life choices as they grow to become engaged citizens and leaders.

Position Statement

The Cradle of Liberty Council is a volunteer-driven organization providing formative, age-appropriate experiences to young people from every community throughout Greater Philadelphia. Scouting is designed to foster learning, team building, resilience and personal responsibility. The Council is welcoming and accessible to all youth and their families regardless of interests and abilities.

Goal 1: Leadership
Strengthen organizational capacity to bring out the best in staff

Strategies
1. Revise the Council's organizational structure to maximize staff performance and job satisfaction.
2. Establish systems for staff to continue to improve and function effectively.

Outcomes
1. The Council will be properly staffed with systems in place to achieve its strategic goals.
2. All Council employees will know where to go for support, training and expert advice.
3. Staff retention rates will meet or exceed marketplace norms for comparable positions.

Tactics

Strategy 1.1 Evaluate the Council's organizational structure to maximize staff performance and job satisfaction	
1.1.1	Evaluate options for organizational alignment by program and by geography in order to determine the optimal fit for the Council moving forward. Execute on the preferred option.
1.1.2	Assure that the priorities and functions of each Council staff position align with overall organizational priorities captured in this strategic plan.
1.1.3	Assess the needed knowledge and skill-level required of each position (as reconfigured per above) to determine strengths and weaknesses of all staff in order to develop a professional development plan for each, as needed.
1.1.4	Consider piloting new structure and program support model within two districts. Evaluate, and roll out to rest of Council based upon what is learned.
Strategy 1.2 Establish systems for staff to continue to improve and function effectively	
1.2.1	Revise the scope of work for Council positions and redistribute responsibilities to enable employees to achieve their goals and contribute to staff retention.
1.2.2	Recruit staff that meet the identified skill and experience needs.
1.2.3	Create a support network for staff led by Council management executives such that staff has access to support, training and expertise.
1.2.4	Conduct a staff and volunteer-driven analysis of administrative functions to develop and implement plans that increase effectiveness and efficiency.
1.2.5	Establish a process for periodic review, reporting and revision of the strategic plan and develop a timeline for this process (see Appendix D).

Goal 2: Volunteers

Ensure that volunteers are prepared and equipped to deliver high quality programs

Strategies
1. Build an organizational structure that optimally supports volunteer recruitment, training, cultivation and retention.
2. Develop an ongoing leadership development and support system for volunteers to be able to deliver high quality programs, mentor youth and manage their units.
3. Invest in the recruitment, cultivation and ongoing support of charter partners.
4. Drive as much content as possible into each local Scouting community.

Outcomes
1. Increase volunteers by 49 for a total of 4,860 by 2019.
2. Increase in volunteers reporting that they feel prepared and supported to lead by 2019.

Tactics

Strategy 2.1 Invest in an organizational structure that optimally supports volunteer recruitment, cultivation and retention	
2.1.1	Establish a system to evaluate the effectiveness of volunteers at all levels of the organization.
2.1.2	Establish a baseline for volunteers reporting that they feel prepared and supported to lead.
2.1.3	Evaluate the scope of work for each volunteer position to allow volunteers to work to their strengths.
2.1.4	Identify skill or experience gaps in volunteer leadership (Board and Committees), and develop a training curriculum to address.
2.1.5	Recruit new volunteers whole are representative of the communities they serve and meet the identified skill and experience needs.
2.1.6	Ensure all Council and District committees are fully staffed with qualified and engaged volunteers by establishing standardized methodologies for recruitment, retention and succession.
Strategy 2.2 Develop an ongoing professional development and support system for volunteers to be able to deliver high quality programs, mentor youth and manage their units	
2.2.1	Conduct semi-annual unit assessments (with interim monthly reviews) in collaboration with commissioners and unit leaders to understand and address each unit's respective needs to improve program quality. Plan District Committee efforts around what is learned.
2.2.2	Analyze trends and themes from unit assessments to develop Council-wide technical assistance and training initiatives. Re-engineer the delivery of leader training activities in the Council.
2.2.3	Develop an online portal and other social media (E.g., Facebook groups) to capture, store and share best practices among a network of unit leaders.
2.2.4	Provide position-specific training opportunities at more flexible times and locations, to include webinars and other online options.

Goal 3: Programs and Facilities
Offer exemplary programs that shape lives and offer unique experiences in outstanding facilities

Strategies
1. Refine existing, and develop new programs that offer high quality, unique experiences that foster youth development, retention, and provides an exciting customer experience.
2. Improve the quality of all facilities to be places that families and individuals are excited to experience on a year round basis.
3. Develop data gathering/benchmarking/surveying methodologies for all programs and activities delivered by COLBSA

Outcomes
1. Support and increase the annual retention rate to 78% by 2019 due to quality customer experience.
2. Consistently achieve the Gold standard for Camping in Scouting's Journey to Excellence: Cub Scouts (90% or 55% and 2% increase) and Boy Scouts (80% or 65% and 2% increase).
3. Improve and maintain high customer satisfaction for all programs and increase the number of families, volunteers, and youth reporting that they are highly satisfied with the quality of programming.
4. Consistently increase the NCAP facilities ratings for the camping properties.
5. Significantly increase the level of year-round utilization of the Council's properties and facilities.

Tactics

Strategy 3.1 Refine existing, and develop new programs that offer high quality, unique experiences that foster youth development	
3.1.1	Conduct an assessment of all events, activities and trainings held at the Council and District levels to form basis for subsequent programmatic improvement.
3.1.2	Establish a high adventure program that utilizes the Council camps, and prepares units to take advantage of both it as well as regional and national high adventure bases.
3.1.3	Expand the Council's STEM resources to support program delivery within units and at camp.
3.1.4	Support unit outdoor programming opportunities by improving the Council's signature events. Consider partnering with neighboring councils on certain events.
Strategy 3.2 Improve the quality of all facilities to be places that families and individuals are excited to experience on a year round basis.	
3.2.1	Create and implement a Program Master Plan by assessing camp programs and identifying programmatic needs and innovation opportunities in order to deliver unparalleled programs that are attractive to families with young children.
3.2.2	Create and implement a Facilities Master Plan for improvements to all Council facilities, including potential satellite resource centers in outlying, hard to serve communities.
3.2.3	Expand quality, year round weekend programming at Musser and Resica Falls Scout Reservations that support unit programming and maximizes utilization of camp facilities.
Strategy 3.3 1. Develop data gathering/benchmarking/surveying methodologies for all programs and activities delivered by COLBSA	

3.3.1	Partner with communications team to develop appropriate data gathering/surveying/benchmarking techniques to create a baseline satisfaction analysis for each program offered by Scouting.
3.3.2	Continuously conduct surveys after each program to determine satisfaction levels and what is necessary for continuous improvement.

Goal 4: Membership
Substantially increase membership and retention to bring Scouting to more communities

Strategies
1. Focus recruitment on parents of young children, and provide a guided path from Cubs to Scouts.
2. Reorganize and intensify efforts to expand membership in Philadelphia.
3. Strengthen retention initiatives by identifying quality prospect charter partners and supporting existing units.
4. Continue to learn from our experiences and adapt our approaches.

Outcomes
1. Increase membership by 2,000 youth by 2019.[2]
2. Increase presence in the Council's urban communities.
3. Increase annual retention rate to 78% by 2019.[3]
4. Increase charter partners by 50 for a total of 350 by 2019.

Note: The outcome measures for Membership overlap, in part, those articulated for Program and Facilities in Goal 3.

Tactics

Strategy 4.1 Focus recruitment on parents of young children, and provide a guided path from Cubs to Scouts	
4.1.1	Launch the Lion pilot for 5 year old boys with several targeted Cub packs in each district.
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.
4.1.3	Embrace year round recruitment at all Scouting levels.
Strategy 4.2 Reorganize and intensify efforts to expand membership in Philadelphia	
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.
4.2.2	Enhance staff support of the Triune District through a three-person professional team: district director, senior district executive and district executive due 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.
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.

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[2] Increase calculated by Director of Field Service: using 2015 year-end numbers as a starting point (13,046) and increasing at a rate between 3.5% and 3.8% per year.
[3] Increase calculated by Director of Field Service.

4.2.4	Hire a part-time coordinator for after-school programming and develop a robust staff training program.

Strategy 4.3 Strengthen retention initiatives

4.3.1	Identify resources, programs and activities that can be utilized by units in the delivery of the Trail to First Class.
4.3.2	Expand Career Exploring programs to educate Scouts about career opportunities that align with the region's workforce development needs.
4.3.3	Expand Venturing membership by partnering with organizations that meet the hobby interests of teenagers.

Strategy 4.4 Continue to learn from our experiences and adapt our approaches

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.
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 communication plans to invite their return to a program that may better serve their needs.
4.4.3	Offer unique solutions, each with a Scouting component which addresses customer's unique needs.

Strategy 4.5 Invest in the recruitment, cultivation and ongoing support of charter partners

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.
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.
4.5.3	Assign specific staff or volunteers to each charter partner to strengthen existing and foster new partnerships.
4.5.4	Identify communities most in need of charter partners and recruit charter partners that meet revised roles and responsibilities within those communities.

Goal 5: Invest in Development

Assure that the Council is financially sustainable through a robust development program.

Strategies

1. Energize and engage the base of Scouting's long-term, loyal supporters, i.e., Eagles Scouts, other alumni, the board and volunteers.
2. Re-introduce Scouting to foundations and corporate giving programs in light of changes in membership policy, relatively new leadership and programmatic initiatives in this plan.
3. Use the capital campaign to secure resources for facilities renovations and to build the next generation of long-term supporters

Outcomes

1. Increase total amount and proportion of revenue from philanthropy, with a decrease in proportion of revenue from events and product sales.
2. Expanded base of donors for whom Scouting is one of their charities of choice, to include major and mid-tier donors under the age of 50.
3. Greater awareness in the foundation community that Scouting can advance youth development in underserved communities at scale throughout the region.
4. A successful capital program that generates sufficient funds to revitalize facilities and expand the endowment.

Tactics

Strategy 5.1 Energize and engage the base of Scouting's long-term, loyal supporters, i.e., Eagle Scouts, other alumni, the board and volunteers	
5.1.1	Expand the Council's centralized Development team, transferring development responsibilities to central leadership.
5.1.2	Develop and consistently implement a comprehensive alumni engagement strategy that engages varied demographic segments in wanting to support and advance Scouting.
5.1.3	Deploy Blackbaud CRM platform and development cultivation techniques to engage stakeholders in order to create a moves management program that expands the number of mid-tier and major donors over time.
5.1.4	Initiate an individual major gift and planned giving program with focus on cultivation and stewardship.
5.1.5	Change the relationship with units such that a larger portion of the money raised through product sales at the community level remains in the community.
Strategy 5.2 Re-introduce Scouting to foundations and corporate giving programs in light of changes in membership policy, relatively new leadership and initiatives in this plan	
5.2.1	Prioritize and periodically meet with foundations interested in youth development, focusing on initiatives to expand Scouting in under-served communities.
5.2.2	Utilize the EITC program as entre to the corporate community, beginning with companies with which Council board members and lead volunteers have entrée.
5.2.3	Develop a list of staff and board decision makers at area foundations and corporate giving programs, and maintain an ongoing stewardship communications program to keep them

	informed regarding Council efforts to serve under-served communities and the launching of new programs.
5.2.4	Identify and have staff participate in meetings of youth development providers to have this sector of professionals view Scouts as a colleague in the field. Listen for and initiate opportunities to collaboratively pursue funding as they arise.
5.2.5	Constantly communicate with donors, both actual and potential, to understand what motivates them to give and create plan to stimulate those motivations.
Strategy 5.3 Use the capital campaign to secure resources for facilities renovations and to build the next generation of long-term supporters	
5.3.1	Position the capital improvements as a way to serve the broader community beyond Scouts, .e.g., environmental stewardship, enabling urban youth to have outdoor experiences in the natural environment, etc., as a way to cultivate interest and later support for Scouting and the camps.
5.3.2	Engage current mid-tier donors who have growth potential in the capital campaign as a means to both secure support, but cultivate their relationship with Scouting for the longer-term.

Goal 6: Communications & Data
Promote Scouting as an inclusive, important and relevant youth development program

Strategies
1. Create a communications team within the Council
2. Develop and then implement a comprehensive communications plan that is informed by data to tell Scouting story

Outcomes
1. Scouting will be known as a welcoming, high quality youth development program by people in communities throughout the Council's region
2. The Council will have a robust communications plan to reintroduce Scouting to the public at-large led by experienced marketing and communications professionals, and informed by data provided by reports, dashboards, and alerts.
3. All staff and volunteers will be brand ambassadors for Scouting in a manner that aligns with the key message points in the new communications plan.

Tactics

Strategy 6.1 Create a marketing and communications team within the Council	
6.1.1	Hire an experienced Communications Director to lead communications and marketing efforts.
Strategy 6.2 Develop and then implement comprehensive internal and external communications plans to tell Scouting story.	
6.2.1	Hire a local communications firm to create a comprehensive strategic communications plan consistent with this strategic plan. Use the 2016 Melior study data to inform the plan and its implementation.
6.2.2	Confirm a set of unified branding, images, and logos for new key target markets and incorporate them into all communications vehicles.
6.2.3	Prepare all staff and volunteers to be 'brand ambassadors' by engaging them in the rollout of the plan, e.g., providing them the key messages, offering training and support, etc.
6.2.4	Develop and distribute an annual survey to the community to measure the effectiveness of rebranding and new communications strategies. Utilizing digital analytics, regularly monitor all digital assets against the business objectives within the operational plans. Make adjustments accordingly.
6.2.5	Develop a robust internal system of communications by which we promote and market our programmatic activities and opportunities to our customers in a targeted, timely and appealing manner. This should improve the customer experience and include coordinated, forward-looking calendaring of district and Council activities

APPENDIX A: METHODOLOGY

The Cradle of Liberty Council's strategic plan was developed through an iterative process that engaged the full board and management staff, sough the insight of external stakeholders, considered best practices elsewhere, conducted a peer analysis, engaged the Melior Group, a marketing firm, for an analysis of market perceptions, and engaged sub-Committees of staff and board members to develop the strategies and tactics. The planning process began with a Board retreat to develop a shared understanding of the issues facing the Council, provide an opportunity for Board members and management staff to share ideas, and identify underlying assumptions that should guide the strategic planning process.

Following the retreat, the Board convened a Strategic Planning Committee. The Committee met regularly over a period of several months to frame and debate issues and evaluates iterative drafts of this document for the full board's consideration. Steps taken included the following

1. Review of the Council's collateral materials, including organizational annual reports, mission statement, programs, fiscal year donors and funders, and current strategic plan.
2. An in-depth analysis of Philadelphia-area demographics, current membership data trends and market penetration, and a peer analysis of seven (7) peer Boy Scouts of America Councils.
3. Confidentially interviewed five (5) peer councils, four (4) Council staff member, and thirteen (13) external informants. A list of all people interviewed is included in Appendix B.
4. Numerous meetings of the Strategic Planning Committee, along with individual conversations with organization leadership, to identify and explore key issues, review and discuss materials, plan the retreat, and review drafts of the plan. Preliminary findings, goals and strategies were also president to the full Board to gain additional insight and feedback.

Strategic Planning Committee Members

Staff
1. Dan Templar, Scout Executive
2. Chris Tomlin, Deputy Scout Executive
3. Michael Oehmke, Director of Support Services
4. Greg Osborn, Director of Field Service
5. Mark Saxon, Director of Development

Board
6. Jim Papada, Chair
7. Chuck Bolger
8. Al Boris
9. Patrick Brala
10. Mark Chilutti

11. Cary Coglianese
12. Steve Elliott
13. Joe Fanelli
14. Sandra Girifalco
15. Keith Hunt
16. David Lipson
17. Walt Livingston
18. Stephanie Marcinkowski
19. Ernie Scardecchio
20. David Smeltzer
21. Sean Stacy
22. Sherry Sutton
23. Peter Walts

APPENDIX B: INTERVIEW FINDINGS

The following people were interviewed to generate information for the Strategic Planning Committee to consider.

External Interviewees

1. Kim Fraites-Dow, Girl Scouts Eastern PA
2. Erica Atwood, Mayor's Office of Community Engagement
3. Wanda Mial, AchievAbility
4. Sara L. McCullough, United Way of Greater Phila and Southern NJ
5. Jennifer Rodriguez, Mayor's Office of Immigration and Multicultural Affairs
6. Dwayne Wharton, Food Trust
7. Joan Reilly, Mural Arts Program
8. Anna Guarneri, William Penn Foundation
9. Karyn T. Lynch, School District of Philadelphia
10. Libby Lescalleet, Boys and Girls Clubs
11. Steve Gregg, Squash Smarts
12. Kelly Woodland, former Program Officer, William Penn Foundation, Youth Development
13. Rev. Renee McKenzie-Hayward, Church of the Advocate
14. Ethan Draddy, Scout Executive, New York Council
15. Chuck Eaton, Scout Executive, Boston Council
16. John Andrews, Scout Executive, Twin Cities Council
17. Alicia Lifrak, Scout Executive, East St. Louis Council
18. Gary Butler, Assistant Chief Scout Executive, National Office

Staff Interviewees

19. Jarred Barnes, Conestoga District Executive
20. Mahdi Alston, ScoutReach Director
21. Lonce Scott, Field Director, Philadelphia
22. Dan Templar, Scout Executive
23. Chris Tomlin, Assistant Scout Executive

Board Interviewees

24. Darwin Beauvais
25. Patrick Brala
26. Mark Chilutti
27. Steve Elliott
28. Joe Fanelli
29. Paul Garvey
30. Rod Henkels
31. Keith Hunt
32. Tom Leidy
33. Jim Papada

34. Peter Walts

I.   Summary of Board Member Perspectives

Below is a summary of perspectives of sixteen (17) board members from individual interviews (10) and responses to an online survey (7) that all board members were invited to complete prior to the board retreat.

<u>Key Issues</u>

- National Boy Scouts Membership Policy Change (fallout and aftermath)
  - Now is the time to repair relationships with funders, partners, charters, etc.
  - This policy change needs to be positively marketed and shared widely
  - Everyone is ready to move on and repair their reputation and proudly share that they are in the Boy Scouts again.
  - "The Boy Scouts has been placed on the fringes of society by this policy battle, and it is no longer seen as safe, fun, or cool."

- Declining membership (declining for several decades)
  - There are so many programs to compete with now.
  - Boy Scouts competes for kids' time *and* their parents' time.

- Urban participation rates and efforts
  - ScoutReach is under-resourced
  - The traditional, less organized way of building cub packs and boy scout troops isn't working—there needs to be strategic community research and building
  - Several people asked "Whose job is this? Who is actually in charge of ScoutReach?"
  - One respondent said "it needs to be overhauled, not tweaked. The latter implies some measure of success."
  - ScoutReach doesn't have and needs at least one of the following: strong, dedicated adult leaders, concerned parents, supportive sponsors, or a sustainable membership base in the neighborhood.

- Staffing
  - Staff has been unstable for some time now, and no one has been in leadership long enough to craft a vision.
  - The Council has been operating on a day to day basis, with no mid to long term vision for the Council.
  - Young leaders leave because of low pay and little training.
  - Marketing should be someone's job.
  - Urban community outreach should be someone's job.

- Charter Partners
  - Key to growing participation suburban and urban
  - Charter partners should be on the hook for more than just their space

- Youth development and character building are core purposes of churches, so they align perfectly with the Boy Scouts. Can youth church programs be the Boy Scouts?

- Resource Development
  - ScoutReach needs an endowment
  - We need a strategy to reach back out to all the foundations and corporations that abandoned the Council before the membership policy change.

- Marketing
  - Boy Scouts isn't cool anymore. It has to compete with many other youth activities. It needs to be revamped and advertised.
  - There needs to be a mission specific to the Council.
  - Reputation repairs needs to happen re: membership policy

- The last strategic plan
  - It was a waste of time.
  - No one used it. It was promptly put on a shelf and ignored.
  - It wasn't adopted by future leadership.
  - It was a laundry list with no tactics or strategy.
  - National hands down their own agenda items all the time, and the local Council hasn't had the chance to create its own agenda and vision.

- Volunteers
  - Everyone said that the passion and commitment of volunteers is core to the program, but all seemed open to the idea of supplemental assistance offered by paid staff. However, they all implied that more significant paid staff positions are needed first before they begin hiring paid part-time leaders.
  - Depend too heavily on volunteers to do the work of paid employees.

- Purpose of Scouting
  - Boy Scouts builds leadership, teaches kids how to have relationships with adults, and instills good values that lead to good choices. It's a stronger message than most other youth development programs; sports programs teach implicit life lessons, but Boy Scouts teaches explicit life lessons.
  - Many informants connected Boy Scouts to creating "engaged citizens that contribute to democracy."

II.   External Interview Findings

1. Program Content and Quality

Key takeaways: External interviewees see the value of the Scouting program (e.g., outdoor programming, closing the experience gap, mentoring, and character development), but question the organization's cultural competence, and therefore ability to bring the program to Philadelphia neighborhoods without a significant change in approach. Internally, there is a lack of clarity regarding the purpose and efficacy of ScoutReach, and therefore how to reach urban communities. Councils in other cities hold varying views of ScoutReach and have adopted a wide variety of approaches to reaching urban communities without making this market an "other" or sub-par members.

External
- Several informants questioned the relevance of the Boy Scouts' programming and wondered whether the organization has the cultural competence to develop programming for new and diverse communities.
- Exposure to the outdoors and new experiences was cited as the most compelling component of the program. This component is not provided by most youth development programs, and yet it is key to the Boy Scouts programs.
- Partnerships as the route to City market penetration. The Boy Scouts should partner with existing programs within these communities that are already trusted brands to provide additional components or supplementary programming. In communities where there is so much transition and change, it is often difficult for youth to stick with one thing for an extended period of time. Partnering prevents the Boy Scouts from being solely responsible for the development of one child for more than a decade and instead creates a model where child development is shared between many.
- There is a lot of momentum around programming specifically targeting young boys of color (My Father's Keeper, Black Male engagement, etc.), and a few informants suggested that the Council find a way to capitalize on this trending interest in the development of young boys of color.

Internal
- Strong and tangible separation exists between ScoutReach and what most informants call "traditional scouting." The distinction is merely a financial one. There is concern that an administrative distinction has trickled down to the program level and created arbitrary distinctions between members.
- The end goal of transitioning ScoutReach Scouts into traditional troops does not work. These Scouts are still dealing with parents in limited financial situations that cannot take their child to the church down the street every week or pay for uniforms. This reality does not change for a Scout when they leave the ScoutReach program.
- Getting Scouts to camp is one of the most important components of the program and is where the impact of the program truly shows. Camp is what Scouts remember for the rest of their lives.

Peers
- Different councils see ScoutReach as different things:

- o Some see it as exactly the same as traditional scouting, with the only difference being who pays for the scouting experience.
- o Some see it as completely different, with programming largely being school-based or after-school based.
- o Some see ScoutReach as a hook for urban youth with the end goal to shift them into traditional scouting.
- o Some have very individualized and targeted programming aimed at different ethnic communities (e.g. soccer for Hispanic youth).
- o Some don't call it ScoutReach at all, because they see that putting a different label on urban scouting 'others' the urban scouts and creates a second-class citizen mentality.
- Different councils have different ideas about whether camping and other traditional scouting activities are a necessary portion of the scouting experience
- Many councils point out the importance of recruiting leaders from within the communities in which a council is trying to recruit.

2. Membership Growth and Sustainability

> Key takeaways: External interviewees recommend focusing on recruiting older youth ages 13-18, observing that relatively few organizations target this demographic, while peer councils recommend focusing on Cub Scout-aged youth because they are easier to recruit. Peer councils consistently recommend recruiting through schools, for example by partnering with parent-teacher organizations. Internally, staff struggle with recruitment and feel that Council goals for membership growth are unrealistic.

External
- Barriers to membership growth and participation are absent or overworked parents with limited financial means. The program requires active parents that have time and resources to dedicate to their child.
- Recruitment should focus on older youth. There is a lack of organizations and initiatives for youth ages 13-18. The focus is usually on younger kids. The Boy Scouts can make the biggest impact and strongest impression if provide authentically engaging programming for older youth.

Internal
- Goals set by the Council for membership growth are unrealistic and unsubstantiated. Perpetually unmet goals leave staff feeling demoralized and unsuccessful.
- Access points for recruiting new members vary greatly across districts. For example, not all districts can promote the program through their local school district.
- The Triune District is very big, arguably more than 40 neighborhoods, and has just 500 members. The urban districts are much bigger now than they were 10 years ago, which leaves District Executives with more members to recruit, more territory to cover, more volunteers to recruit, and more funding to raise.

- There are many potential charter partners in the City, but it is difficult to figure out which potential partners have the capacity to manage a troop. Communities need a few core leaders and volunteers that can carry the program. Churches in the city (unlike many in the suburbs) are old and very small. They do not have capacity to support even their own programs. These are big barriers to their becoming charter partners for successful units.

Peers
- Many councils have been struggling with urban membership and retention for a long time, but the ones who enjoy the most success attribute it to:
  - Emphasis on recruiting within schools (e.g. by partnering with Parent Teacher Organizations as a "back door" entry to the school).
  - Having a strong Board and leadership that is able to champion the importance of urban scouting and carve out space for it in the budget.
  - Consistent staff and scout leaders to provide stability in the scouting experience.
  - Using incentives to attract and retain youth and their parents to the scouting experience.
- Many councils have more success recruiting from the younger demographic, for Cub Scouts, and most don't see a problem that Cub Scouts don't always want to continue into Boy Scouts (as long as the reason they don't continue isn't a lack of a troop for their pack to feed into), as even a few years of scouting makes a lifelong impact.

3. Marketing and Brand

Key takeaways: Both external organizations and peer councils agree that outreach into new communities must be conducted from someone trusted by the communities, and ideally representative of the targeted communities. Many emphasize the need to think about how to tailor messaging so that the target audience understands explicitly how they can benefit from Boy Scout programming. Internally, District Executive turnover and the national controversy have made it difficult to maintain consistent relationships with trusted connectors in each community.

External
- The Council's materials and recruiters must include more diverse faces. Materials, volunteers, and staff must truly reflect the communities for which they are targeted.
- Outreach into new communities must be conducted by someone trusted by the community—not an outsider. Boy Scout representatives cannot show up into these new communities with men dressed in uniforms and kerchiefs looking like overgrown boys. The Boy Scouts need help developing a communications strategy, identifying people in neighborhoods that can serve as ambassadors and buy into their principles and ideals, but aren't members.

- Potential members and parents will still be wary of the Boy Scouts past discrimination policies. The policy alone won't indicate their openness. No one wants to talk about or belong to an intolerant organization.
- There is a strong perception that the Boy Scouts is perceived as a "white people" and "suburban" thing among their potential markets.
- Outcomes focused on grit and determination are very buzzy right now. There is a major opportunity for the Boy Scouts to talk about their outcomes and impact in terms of these new measurements.

Internal
- Building credibility with volunteers, charter partners, and parents is difficult when they have known District Executives to come and go so frequently. Many relationships haven't been built back up through all the transition and controversy.

Peers
- Many councils have found that it is beneficial, both when recruiting scouts and partners, to reframe the question from asking, "What can you do for us?" to, "What can we do for you?"
- Some councils have had great success in outreach to media, often because they have a connection (e.g. a board member) who can do pro bono work in this area.
- Many councils have found the importance of rebranding in recent years, partly due to the national policy excluding gay scouts. Some have found success in opening up camps to the general public to emphasize inclusion and market to the wider community.

4. Human Resources

Key takeaways: Front line staff and volunteers are the face of Scouting in communities, but are deemed to be in need of training to work with urban, low-income youth in culturally diverse communities. District Executives experience pressure to meet what they deem to be excessive expectations regarding funding, membership, and volunteer recruiting which leads to feeling demoralized. Peer councils with the lowest turnover cite a strong board, stable budget, and targeted staff recruitment.

External
- Informants with past experience with the Boy Scouts noted that they have interacted with several different people throughout the past few years—many District Executives, more than one Scout Executive, etc.
- A few informants questioned whether current staff has the proper training required of organizations that seek to serve urban, low-income youth.
- Several other organizations cited often prohibitive registration barriers for volunteers in Philadelphia (i.e. needing to pay for background checks and many bureaucratic hoops).

- District Executives have had to take on more responsibilities over the past several years: the decline of volunteerism over the past several years has required DE's to take on more roles programmatically and as funding has decreased from foundations and funders in the City DE's have taken on more fundraising.
- The goals for District Executives around membership and fundraising are unrealistic and not substantiated by research and a plan. Consistently failing to meet these goals is demoralizing for the Council's urban DE's.
- There is push back on the DE position being called a "sales position." DE's believe their work isn't about numbers, dollars, and sales, but about people, customer service, and relationship building.
- There are many barriers to volunteers in the city, including: volunteer training taking place in part at the Valley Forge offices (a great and difficult distance to new volunteers from the city) and many men in communities in Philadelphia are ineligible to volunteer with the Boy Scouts because of criminal records.

Peers

- The councils with lowest turnover (District Executives and field staff) seem to have the most success with membership and recruitment. Councils tend to attribute low turnover to: strong board and leadership; a stable budget; and recruiting from within urban communities (because they understand the issues those communities face).
- Some cite "beloved bookkeeper" syndrome as a problem, i.e. they are unwilling to let go of personnel who may have been at the organization for several years but are not adequately contributing to the organization.

5. Affordability to Program Participants

> Key takeaways: External organizations point out the high price point of scouting relative to the disposable income of working class and lower income families. The concern of institutional funders regarding the national policy controversy and their concern over the outcomes and impact of scouting led to a reduction in philanthropic support that could have helped underwrite the cost to families who could not afford the program. Internal staff wonder whether a hybrid model of subsidizing urban scouts might be better than an "all or nothing" approach. Peer councils point out the need to dedicate funding to urban programming, whether through fundraising or other means.

External

- The price point is inaccessible; the program is too expensive with all of the uniforms, equipment, and trips.
- The Boy Scouts recent national policy changes are compelling enough to some funders to jump back into funding the program. For others, not so fast.
- The Boy Scouts struggle to show the outcomes and impact of their program, and this missing component is important to funders and donors.

<u>Internal</u>

- The activities for each troop/pack vary and are somewhat dependent on the troop/packs access to funding, i.e. the more a troop can fundraise, the more it can do.
- The all or nothing funding model of ScoutReach vs. traditional scouting should be reconsidered. A more hybrid model of subsidizing programs—not just all or nothing (ScoutReach or traditional) could provide sources to neighborhood troops in low-income areas that are close to thriving, but have participants that don't go to a school with a ScoutReach program or don't have the money to participate. There are traditional packs that can thrive in the City with just a bit of funding.
- District Executives conduct an "annual appeal" to their district troops and packs every Spring, requesting that parents and volunteers will consider a donation to keep the troop running.

<u>Peers</u>

- Most organizations fundraise specifically for urban scouting, and most do not seem to have trouble (or, not more so than for other parts of the organization) showing funders the value of supporting urban scouting.
- Most cite financial stability and a dedicated portion of the budget as key to preserving and sustaining urban scouting.

APPENDIX C: MEMBERSHIP ANALYSIS

I.   Baden Powell District[4]

a. Membership
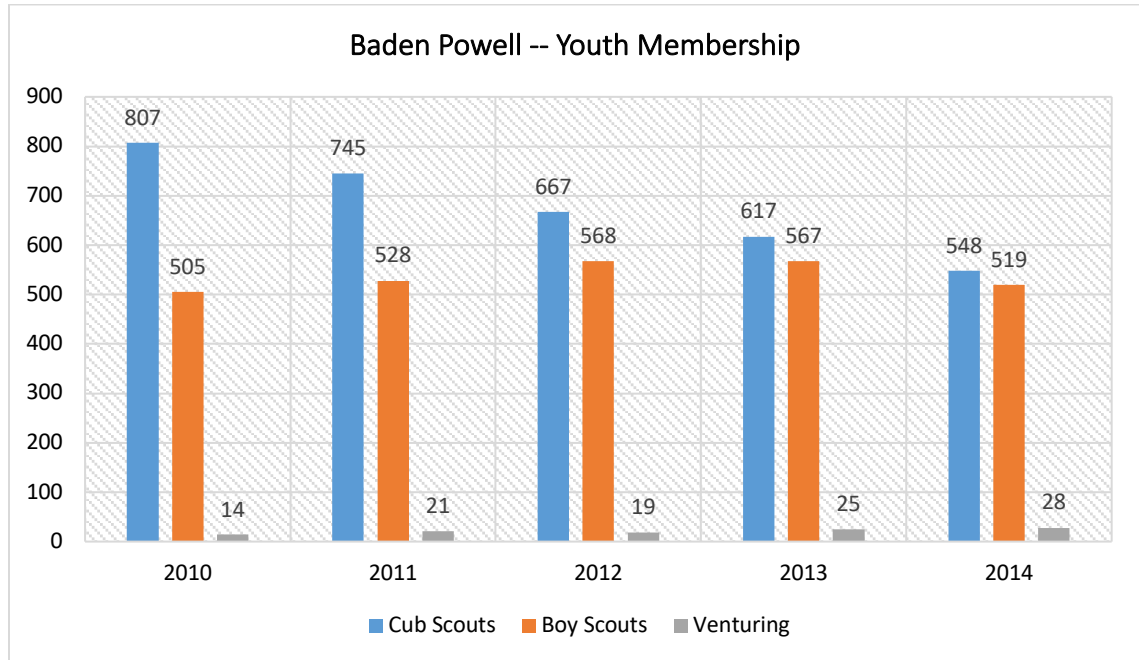
b. Volunteer Leadership
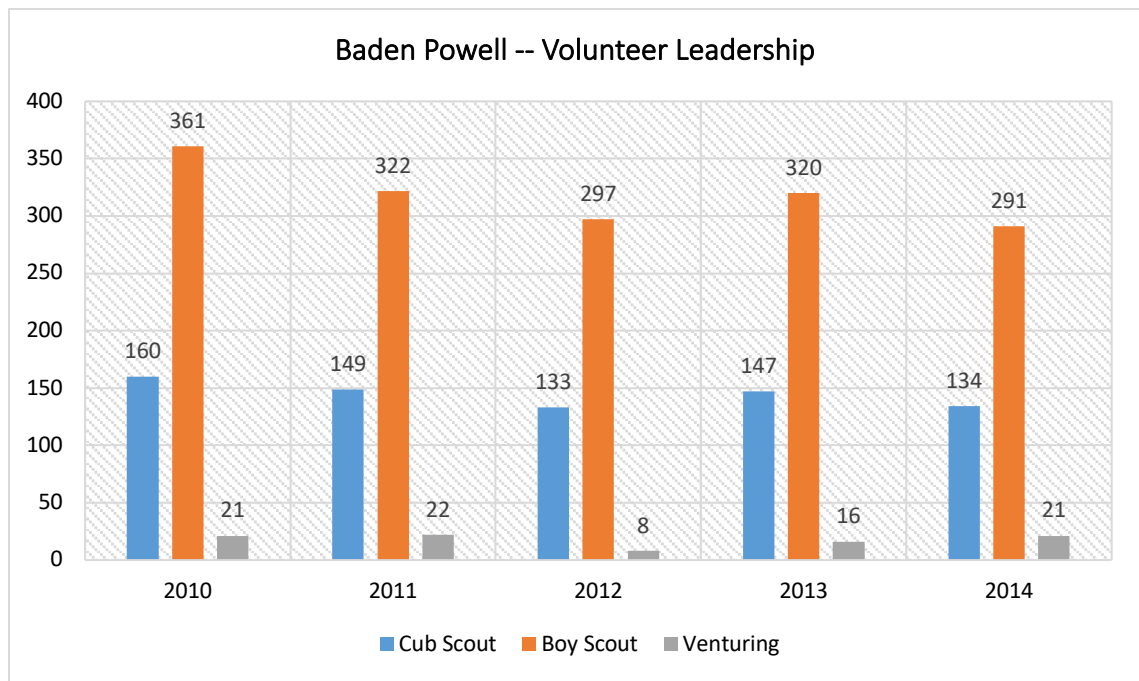
[4] Source for all charts: District Membership Breakdown 2010-2014, provided by COL leadership in December 2015.

II.   Conestoga District

a.   Membership

Conestoga -- Youth Membership

Year	Cub Scouts	Boy Scouts	Venturing
2010	1033	332	30
2011	938	330	32
2012	792	321	35
2013	817	328	41
2014	692	319	38

b.   Volunteer Leadership

Conestoga -- Volunteer Leadership

Year	Cub Scout	Boy Scout	Venturing
2010	192	236	11
2011	196	219	18
2012	173	197	19
2013	168	187	24
2014	164	180	27

III. Constellation District

a. Membership

Constellation -- Youth Membership

	2010	2011	2012	2013	2014
Cub Scouts	1095	1150	1119	1020	922
Boy Scouts	418	525	557	555	528
Venturing	15	30	28	26	19

b. Volunteer Leadership

Constellation -- Volunteer Leadership

	2010	2011	2012	2013	2014
Cub Scout	206	204	205	184	171
Boy Scout	242	244	246	227	207
Venturing	12	9	9	10	12
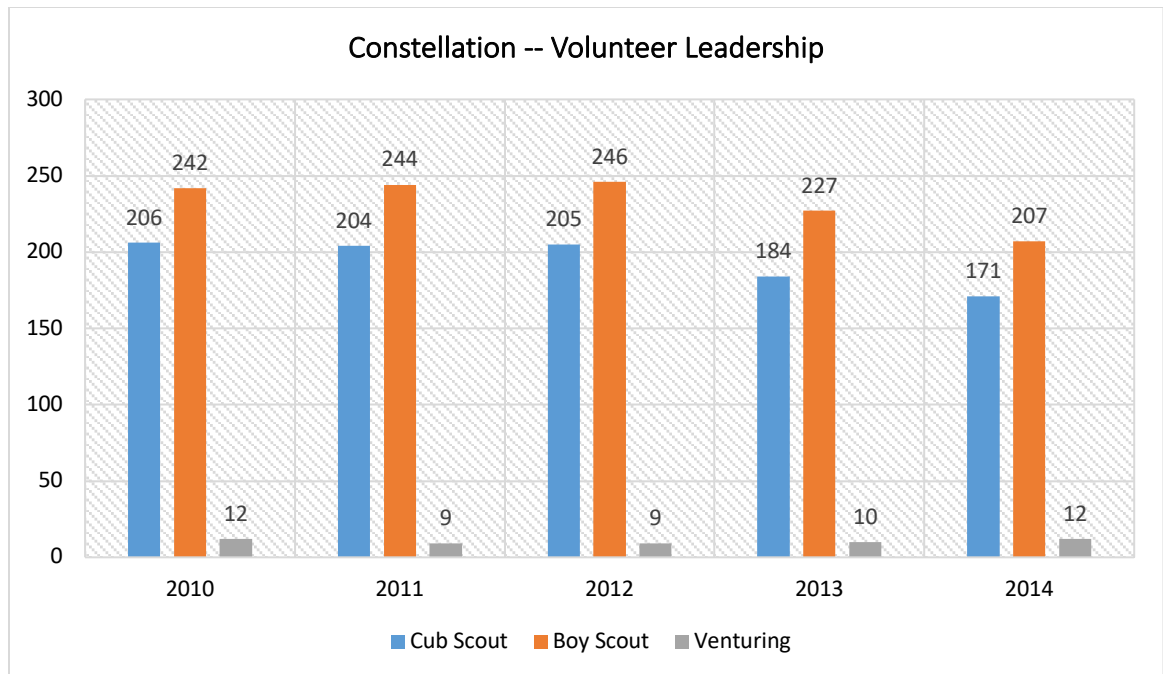
IV. Continental District

a. Membership

Continental -- Youth Membership

Year	Cub Scouts	Boy Scouts	Venturing
2010	492	282	14
2011	463	274	29
2012	464	290	54
2013	477	305	45
2014	426	286	19

b. Volunteer Leadership

Continental -- Volunteer Leadership

Year	Cub Scout	Boy Scout	Venturing
2010	131	237	12
2011	122	224	7
2012	123	215	25
2013	122	196	29
2014	95	191	8
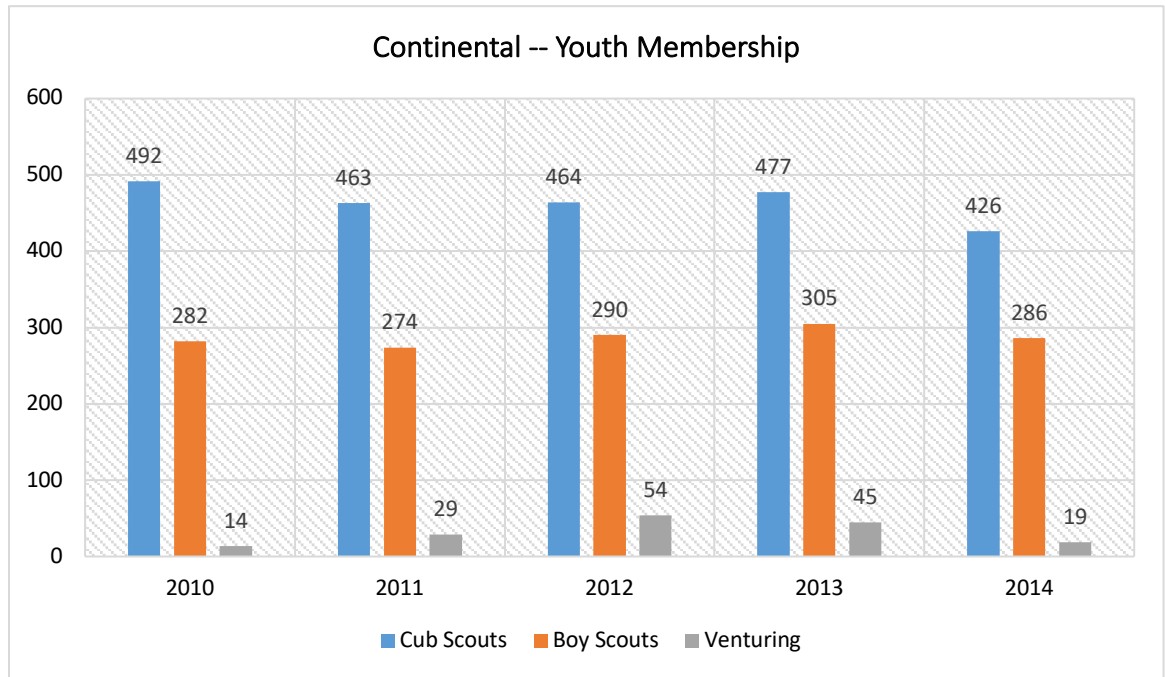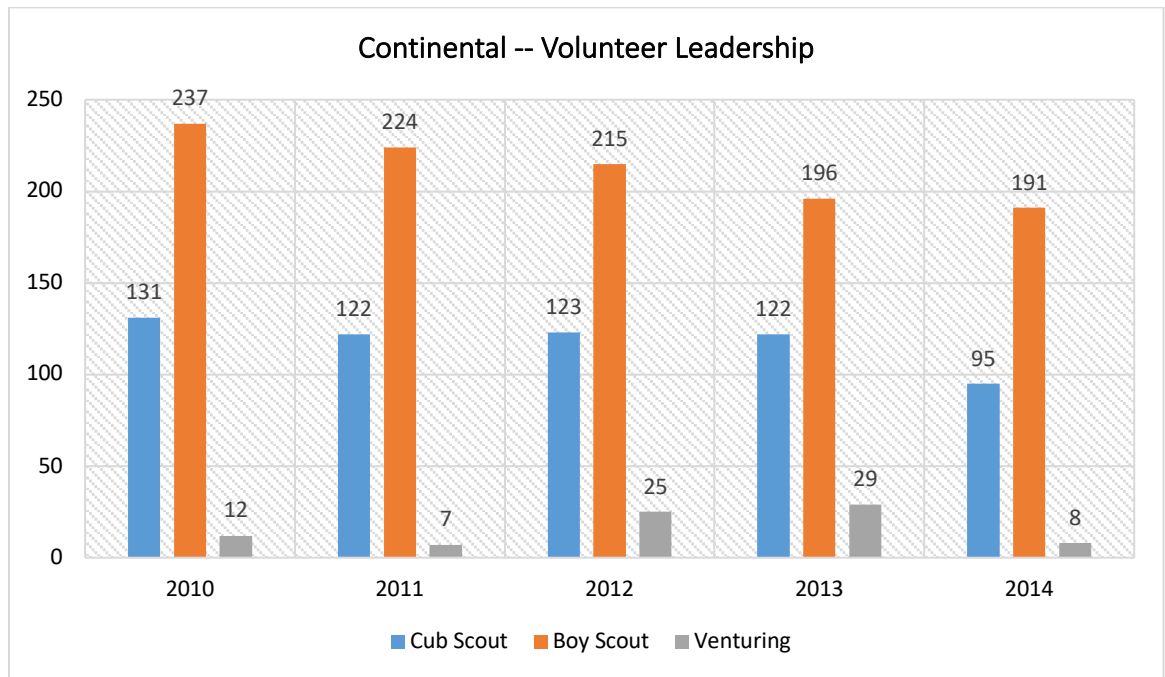
V.   General Nash District

a.   Membership

General Nash -- Youth Membership

Year	Cub Scout	Boy Scout	Venturing
2010	1109	630	69
2011	1009	677	26
2012	849	665	29
2013	732	670	17
2014	715	669	19

b.   Volunteer Leadership

General Nash -- Volunteer Leadership

Year	Cub Scout	Boy Scout	Venturing
2010	279	456	19
2011	247	412	21
2012	217	382	12
2013	215	393	16
2014	205	376	17
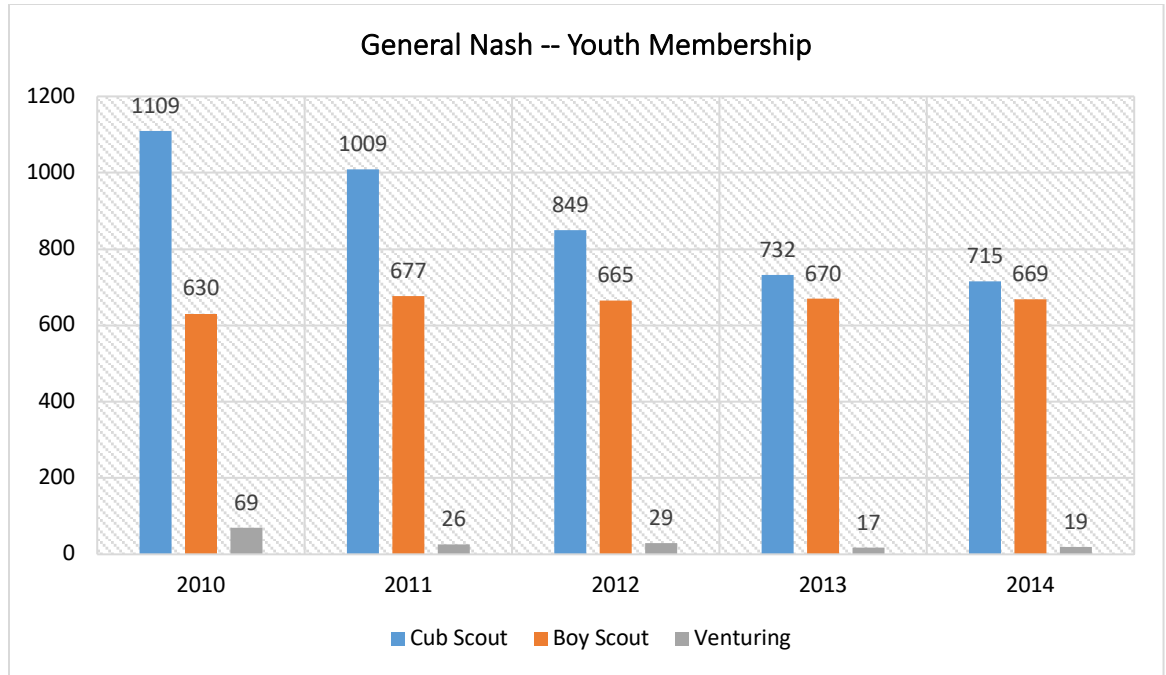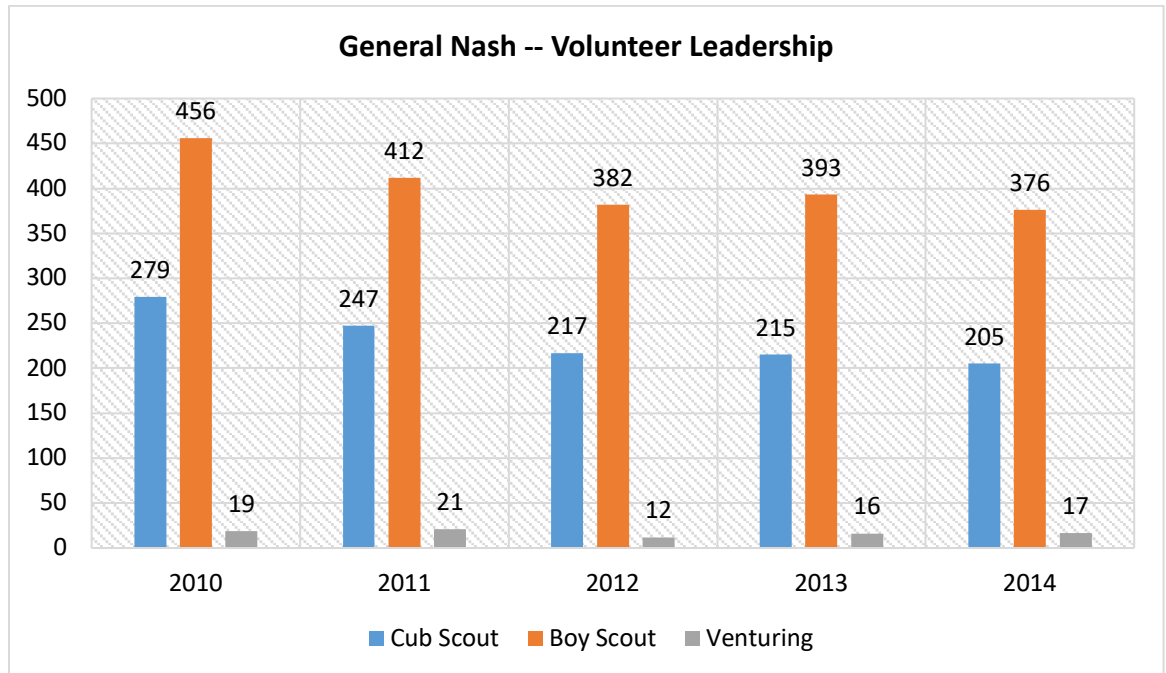
VI. Lafayette District

a. Membership

Lafayette -- Youth Membership

Year	Cub Scout	Boy Scout	Venturing
2010	1106	681	27
2011	950	675	31
2012	964	685	33
2013	918	669	32
2014	844	645	23

b. Volunteer Leadership

Lafayette -- Volunteer Leadership

Year	Cub Scout	Boy Scout	Venturing
2010	255	464	28
2011	265	416	25
2012	264	414	44
2013	268	394	32
2014	232	383	14
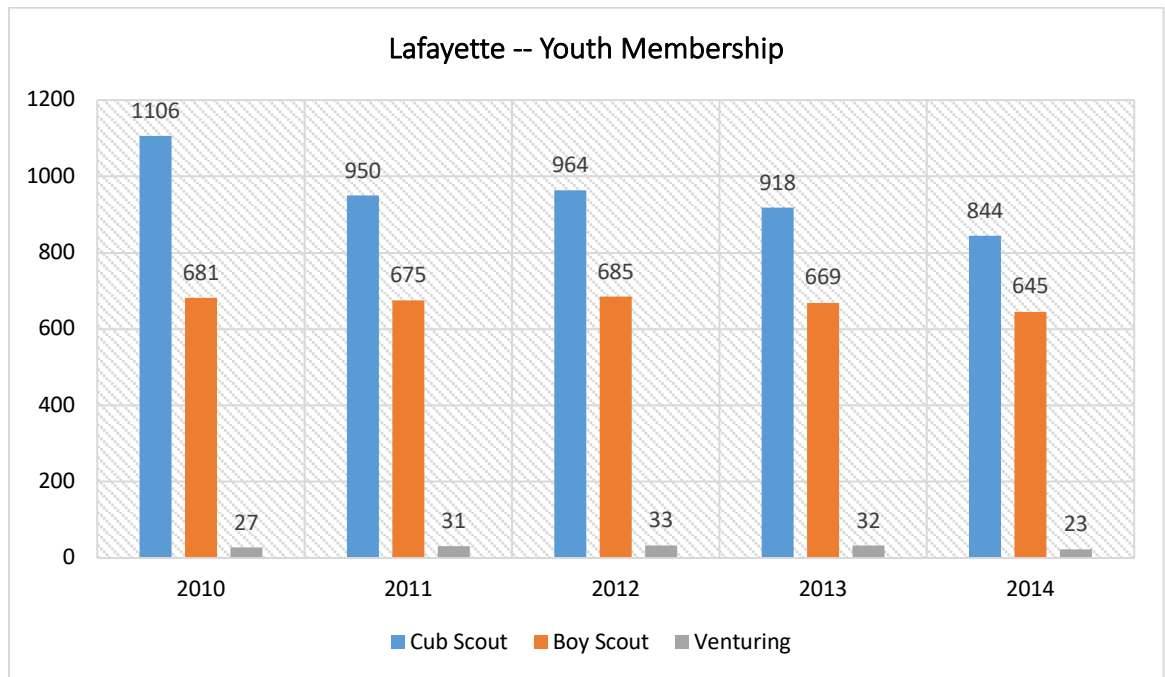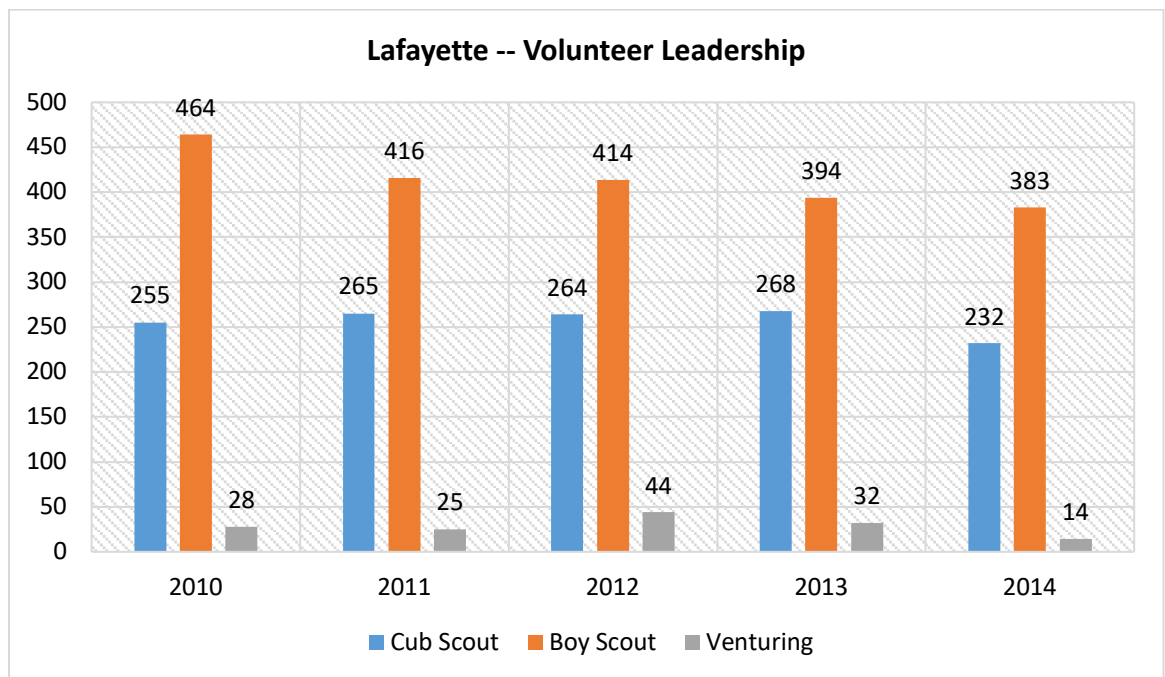
VII.   Minquas District

a.   Membership

Minquas -- Youth Membership

Year	Cub Scout	Boy Scout	Venturing
2010	908	406	88
2011	626	387	25
2012	671	392	23
2013	678	383	28
2014	681	406	32

b.   Volunteer Leadership

Minquas -- Volunteer Membership

Year	Cub Scout	Boy Scout	Venturing
2010	142	262	23
2011	139	233	26
2012	139	220	12
2013	140	220	12
2014	121	222	13
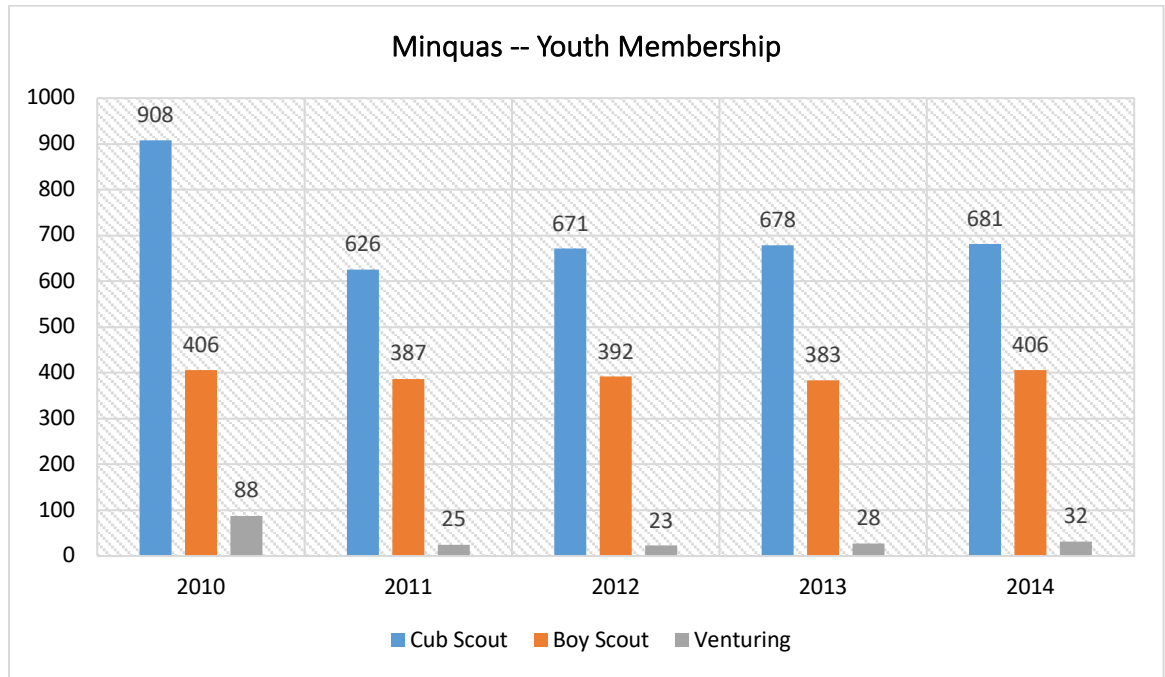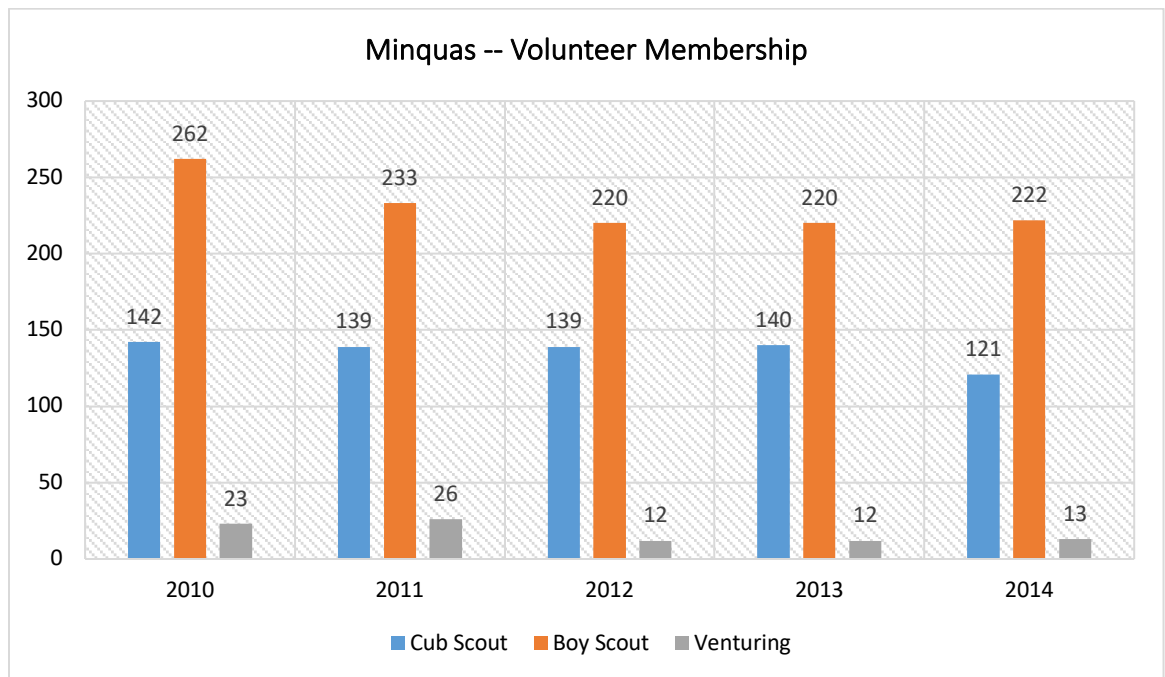
VIII. Northern District

a. Membership

Northern -- Youth Membership

Year	Cub Scout	Boy Scout	Venturing
2010	211	292	20
2011	286	261	21
2012	263	295	8
2013	269	299	7
2014	220	270	11

b. Volunteer Leadership

Northern -- Volunteer Membership

Year	Cub Scout	Boy Scout	Venturing
2010	77	171	12
2011	66	130	13
2012	72	145	6
2013	75	146	6
2014	84	128	5
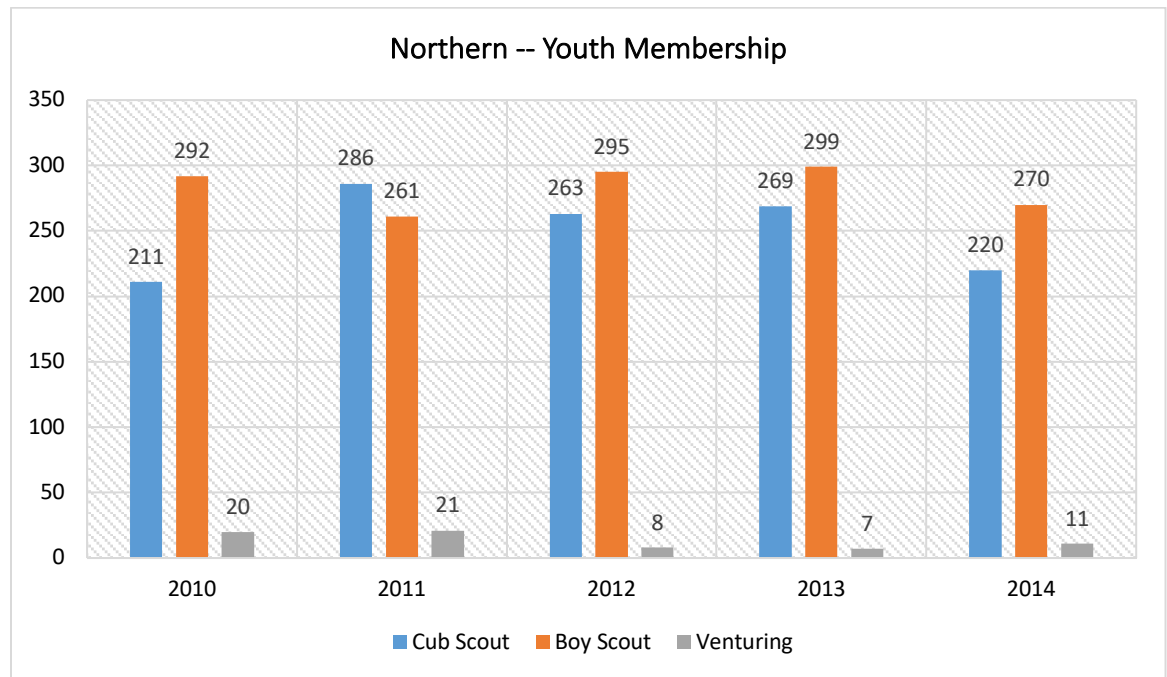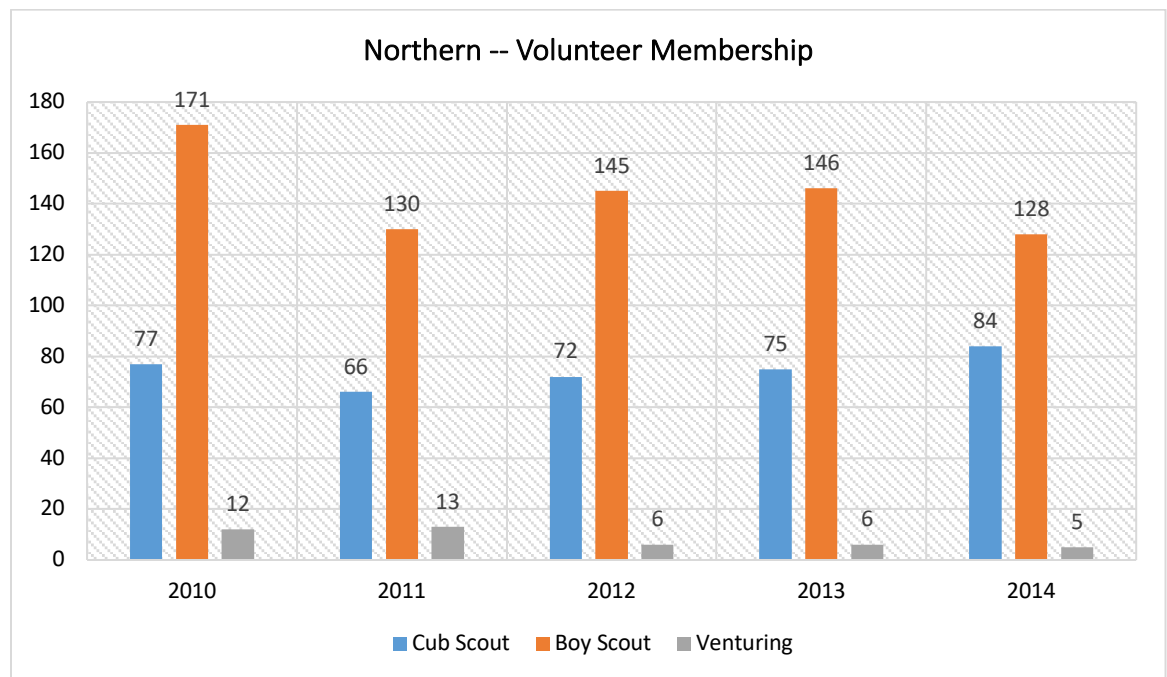
IX. Roosevelt District

a. Membership

Roosevelt -- Youth Membership

Year	Cub Scout	Boy Scout	Venturing
2010	966	560	71
2011	877	539	72
2012	878	547	50
2013	893	546	68
2014	802	503	48

b. Volunteer Leadership

Roosevelt -- Volunteer Membership

Year	Cub Scout	Boy Scout	Venturing
2010	244	429	26
2011	201	368	32
2012	192	192	36
2013	207	207	32
2014	195	306	22

X.   Triune District

a.   Membership

b.   Volunteer Leadership
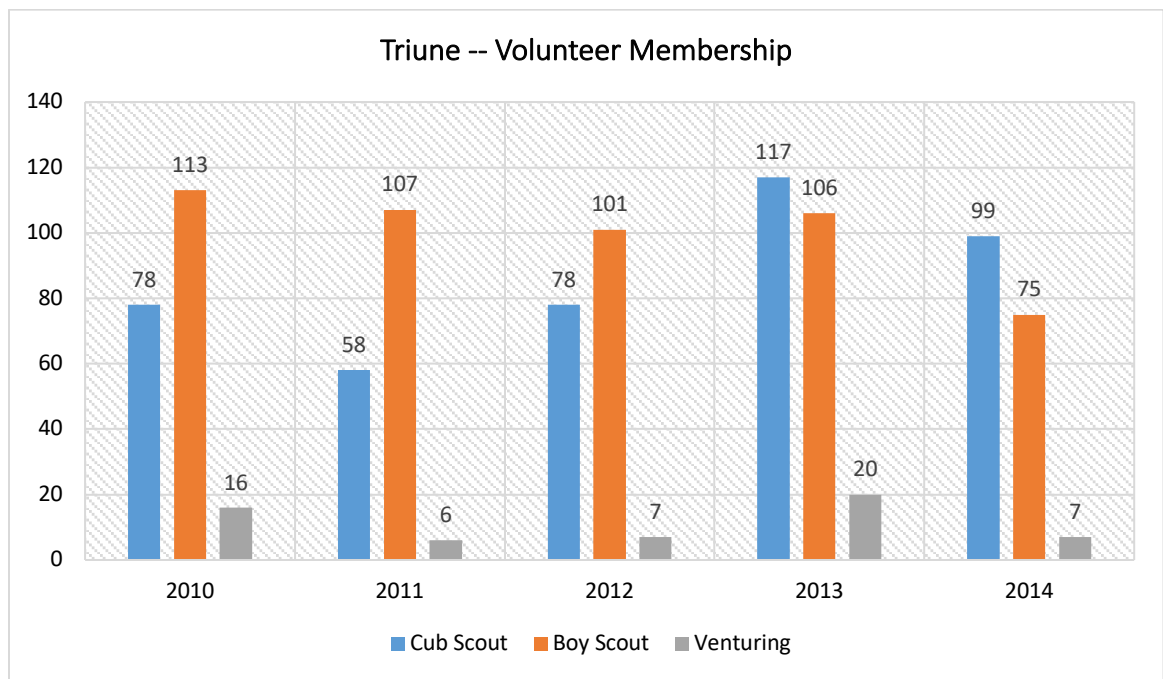
XI.   Washington District

a.   Membership

Washington -- Youth Membership

Year	Cub Scout	Boy Scout	Venturing
2010	870	562	112
2011	846	551	75
2012	768	555	76
2013	741	529	102
2014	669	525	84

b.   Volunteer Leadership

Washington -- Volunteer Membership

Year	Cub Scout	Boy Scout	Venturing
2010	194	391	30
2011	170	370	30
2012	179	350	21
2013	184	315	26
2014	181	304	26
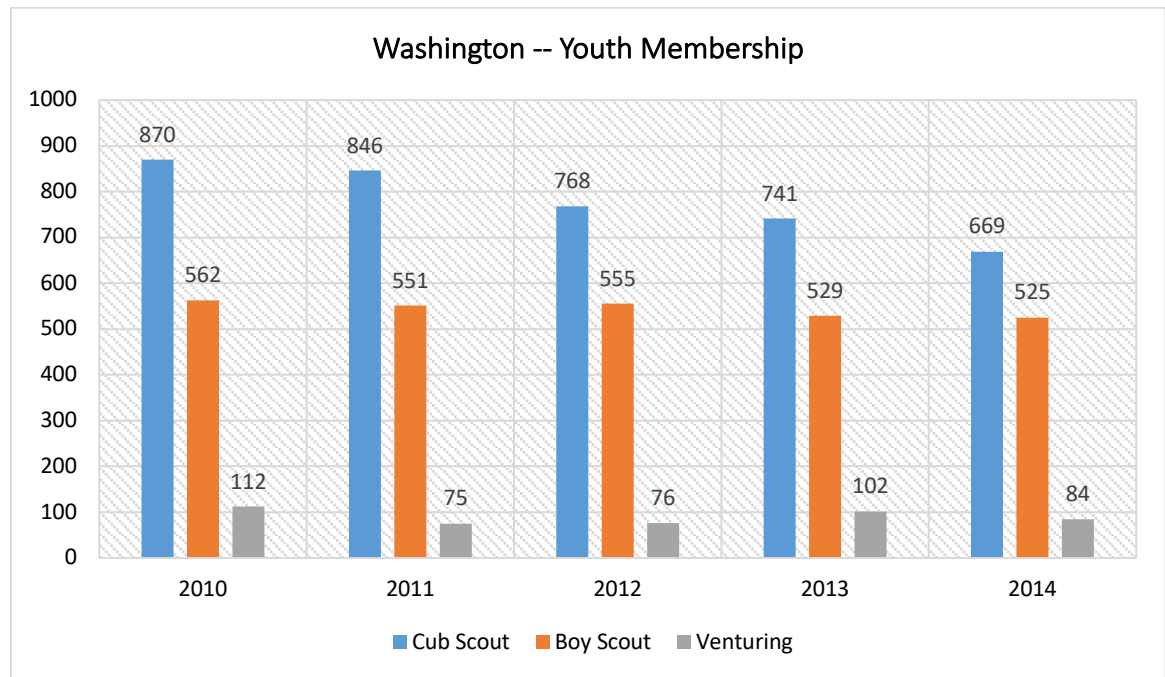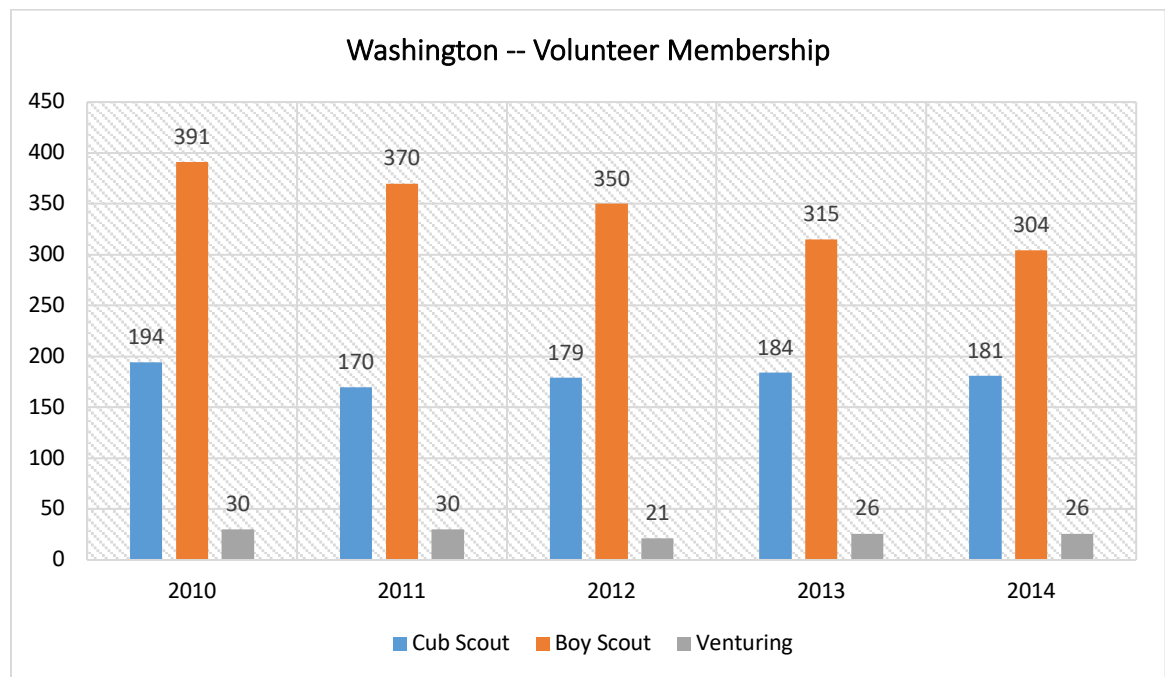
APPENDIX D: TIMELINE

Year One Action Plan[5]

Step	Lead	Completion Date
1.		
2.		
3.		

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[5] The timeline will be completed through participation with each Committee after the plan is approved by the Board.