



STRATEGIC PLAN 2016-2019

CRADLE OF LIBERTY COUNCIL
BOY SCOUTS OF AMERICA





STRATEGIC PLANNING PROCESS

- Strategic Plan Steering Committee
 - Jim Papada, Chairman
- Strategic Plan Facilitator
 - Don Kligerman, Fairmount Ventures
- 6 Focus Groups
 - Leadership, Volunteers, Program, Membership, Development, Marketing/Communications





STRATEGIC PLANNING PROCESS

- Review of previous strategic plan
- Market research study performed by Melior Group
- Steering Committee and Sub-Committees met for 9 months
- Executive Board Retreat – May, 2016





STRATEGIC PLANNING PROCESS

SEPTEMBER 2015 – MAY 2016

- Review previous strategic plan
- Interview current staff, board, volunteers
- Research/interview peer organizations
- Market research study performed by Melior Group
- Develop Mission and Position of COL
- Steering Committee and Sub-Committee meetings





INTERVIEW FEEDBACK

- We need a mission specific to COL
- Volunteer dependence and support (or lack thereof)
- Workforce stability
- Increased retention through quality facilities and program
- Membership growth
- Building our reputation and credibility
- Financial sustainability





MARKET RESEARCH FEEDBACK

- **Selecting Extracurricular Activities:**
 - Most parents say they seek extracurricular activities that “help my kids grow as people”
 - Word of mouth is the most powerful channel of information and influence
 - Parents of preschool and early grade boys try different activities to see what “what sticks”
 - Cost can be a deterrent to initial interest and ongoing participation





MARKET RESEARCH FEEDBACK

(CONT'D)

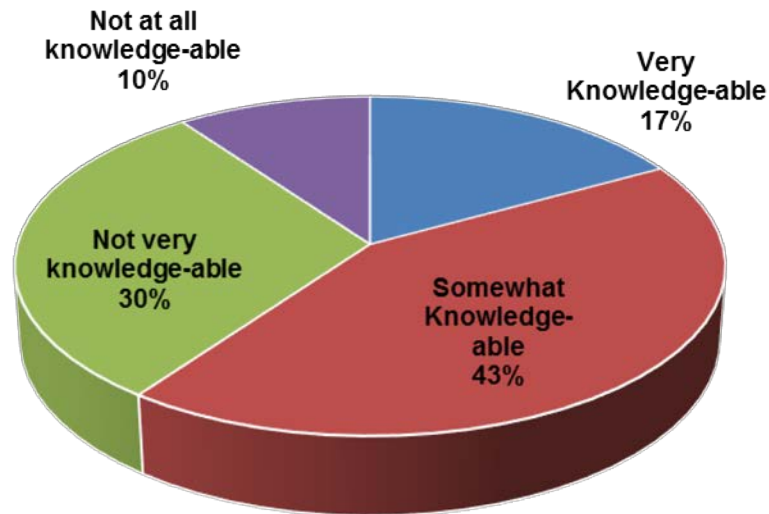
- “Boys only” is not a major selection criteria for most people
- Spending time outdoors is not a priority to all families
- The opportunity for parents to participate in extracurricular activities with their kids is more important to urban families, and to families with kids who are Scouts now
- 4 times as many kids participate in organized sports as participate in Boy Scouts





KNOWLEDGE & IMPRESSIONS OF SCOUTING

Knowledge of Boy Scouts (%)



Top sources of information about Boy Scouts include...

- Knowing current Boy Scouts (47%)
- Knowing adults who were Boy Scouts (40%)
- News media (38%)
- Personal experience as Boy Scout (22%)
- Kids' school (19%)
- Popcorn sale (19%)
- House of Worship (9%)

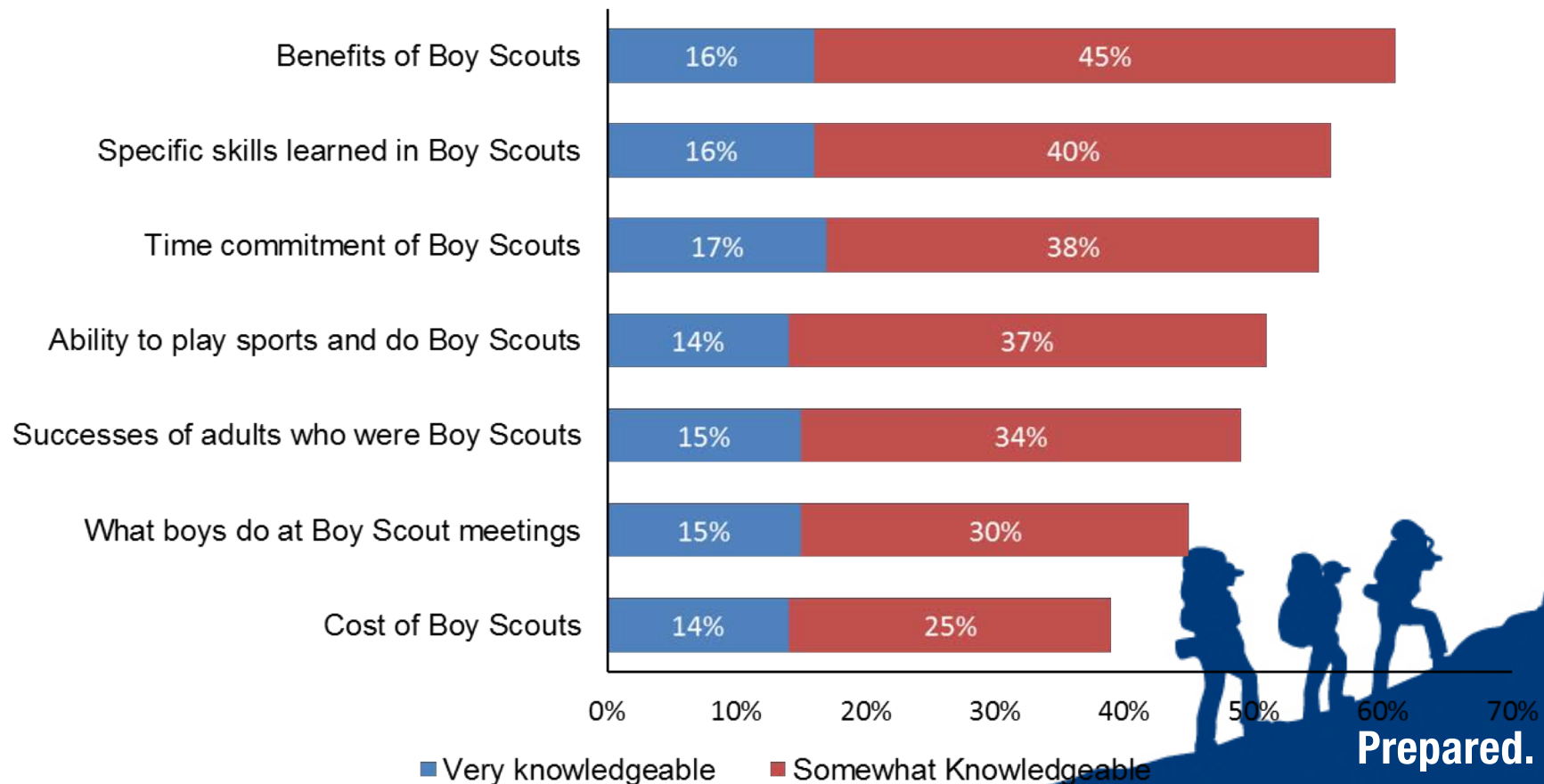




KNOWLEDGE & IMPRESSIONS OF SCOUTING

Not a lot is known about what Boy Scouts want people to know, e.g., the specifics of what is involved in participation, nor the benefits

Knowledge of Boy Scout Specifics (%)





MOVING FORWARD

- **Communicating about Scouting**
 - Cradle of Liberty Council must focus on getting its intended messages heard.
 - All of the presented positions about Scouting are appealing to parents, but are they getting through?
 - News media is a powerful (and often negative, or not serious) influencer – need counterweight.
 - Positive messages to reinforce...
 - What's involved in being a Scouting(cost, time, etc.)
 - Benefits of Scouting – short and long term
 - Convenient and appealing opportunities to participate





BUILDING BUZZ ABOUT SCOUTING

Since “word of mouth” is the most popular source of information about extracurricular activities...

- Focus on “influencer families” – those who are listened to
- Reinforce social media presence
- Maintain consistently high quality troop operations
- Work through existing institutions – churches, rec centers, places of work, etc., -- to attract participants





MOST LIKELY TARGETS FOR SCOUTING

Encouragingly, interest in Scouting is highest among target market groups (parents with boys < 6); they appear open to messages, but unaware of opportunities.

It is important to attract boys when they are young – parents interested in figuring out *“what sticks.”*





MISSION & POSITION STATEMENTS

Mission Statement:

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

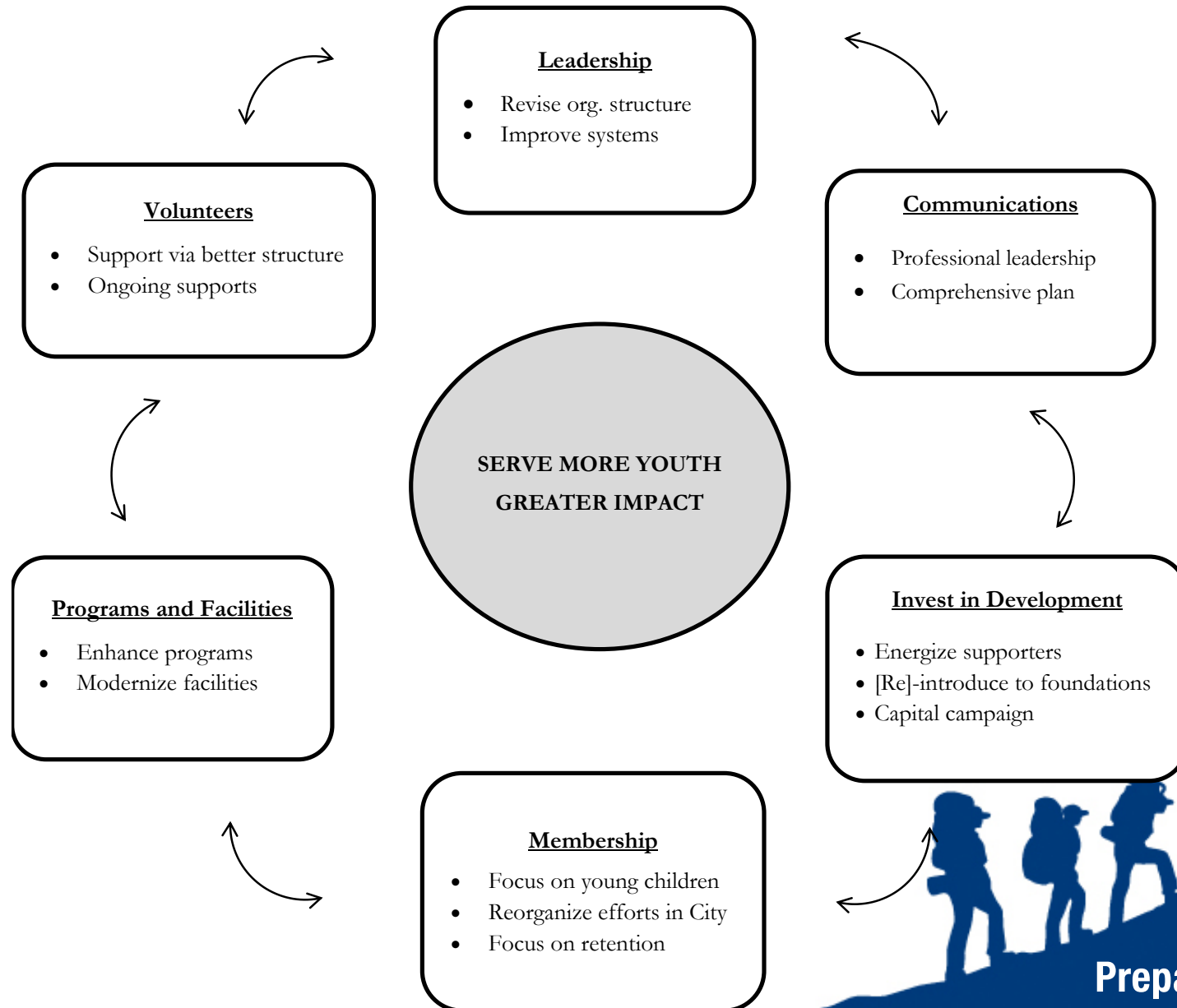
Position Statement:

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.





SUMMARY OF STRATEGIC GOALS





GOAL 1: LEADERSHIP

Strengthen organizational capacity to bring out the best in our staff.





GOAL 1: LEADERSHIP

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.





GOAL 1: LEADERSHIP

2016 Tactics

- Evaluate options for organizational alignment by program and by geography in order to determine the optimal fit for the Council moving forward.
- Conduct a staff and volunteer-driven analysis of administrative functions to develop and implement plans that increase effectiveness and efficiency.





GOAL 2: VOLUNTEERS

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





GOAL 2: VOLUNTEERS

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.





GOAL 2: VOLUNTEERS

2016 Tactics

- Establish a baseline for volunteers reporting that they feel prepared and supported to lead. Identify skill, community representation or experience gaps in volunteer leadership (Board and Committees), and develop a training curriculum to address gaps as necessary.
- 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.



GOAL 3: PROGRAMS & FACILITIES

Offer exemplary programs that shape lives and offer unique experiences in outstanding facilities.





GOAL 3: PROGRAMS & 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





GOAL 3: PROGRAMS & FACILITIES

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.





GOAL 3: PROGRAMS & FACILITIES

2016 Tactics

- Develop assessment for all events and activities including signature events held at the Council and District levels to form basis for subsequent program improvement.
- Create Musser Scout Reservation Program Master Plan.





GOAL 4: MEMBERSHIP

Substantially increase membership and retention to bring Scouting to more communities.





GOAL 4: MEMBERSHIP

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. Increase presence in the Council's urban communities.
3. Increase annual retention rate to 78% by 2019.
4. Increase charter partners by 50 for a total of 350 by 2019.





GOAL 4: MEMBERSHIP

2016 Tactics

- Launch the Lion pilot for 5 year old boys with several targeted Cub packs in each district.
- Develop a comprehensive Webelos-to-Scout transition plan with a focus on communications between Cub Scout Packs and Boy Scout Troops.
- Expand teen programs (Career Exploring & Venturing)
- Form pilot program task force.





GOAL 5: DEVELOPMENT

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





GOAL 5: DEVELOPMENT

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





GOAL 5: DEVELOPMENT

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.





GOAL 5: DEVELOPMENT

2016 Tactics

- Hold an annual alumni gathering in summer 2016.
- Convert council membership and giving records to Blackbaud CRM.





GOAL 6: COMMUNICATIONS & DATA

Promote Scouting as an inclusive, important and relevant youth development program.





GOAL 6: COMMUNICATIONS & DATA

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.



GOAL 6: COMMUNICATIONS & DATA

2016 Tactics

- Hire an experienced Communications Director to lead communications and marketing efforts.
- Hire a local communications firm to create a comprehensive strategic communications plan.
- Develop a robust internal system of communications.





2016 HIGHLIGHTS

(TO-DATE)

- Marketing Communications Director hired October 1
- Two consecutive months of traditional membership growth (September, October)
- “Operation: Crossover” at Philadelphia Encampment
- 2,500+ attendees at Musser Madness
- Record-setting year for special event fundraising
- Alumni gatherings





CRADLE OF LIBERTY IN 2019

- A tenured, engaged staff, that supports 4,860 trained volunteers who feel prepared to lead.
- 14,500 youth served with 78% retained in the program each year
- 90% of Cub Scouts and 80% of Boy Scouts attend camp
- Top-notch facilities as a result of a successful capital initiative
- Scouting is locally recognized as a welcoming, high-quality program that develops youth into tomorrow's leaders.