



Strategic Plan – 2016-2019

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.

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.

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.

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. 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 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.

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.

Cradle of Liberty Council 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.**

