



# LEVEL UP

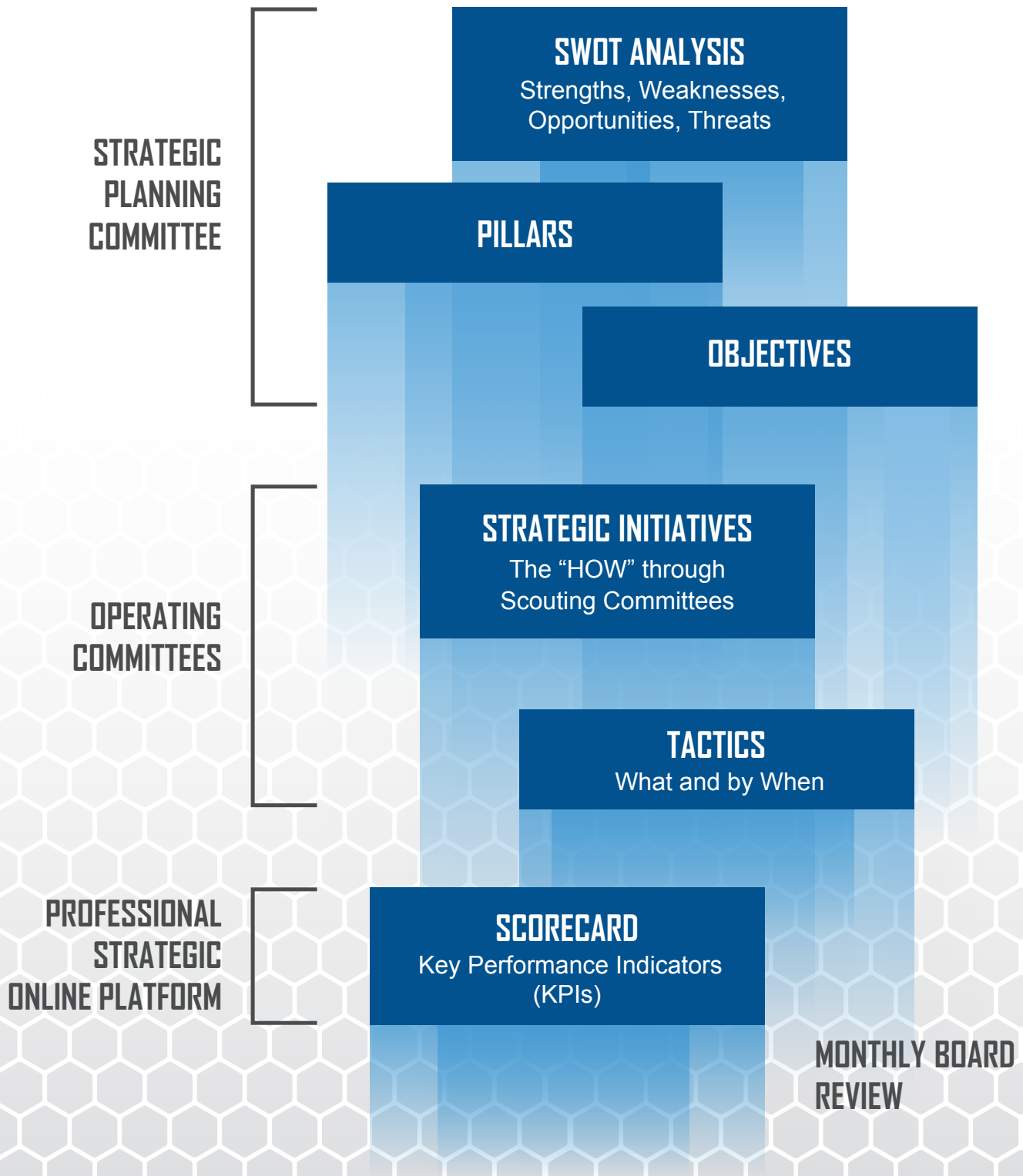
ACHIEVING THE NEXT LEVEL IN SCOUTING



2017-2021  
THREE HARBORS COUNCIL, BSA  
STRATEGIC PLAN



# STRATEGIC PLAN IMPLEMENTATION





# BOY SCOUTS OF AMERICA



## MISSION STATEMENT

The mission of the 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 Scout 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, and reverent.

## VISION STATEMENT

The Boy Scouts of America will prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Scout Law.

## STRENGTHS

**BE** Scouting has a well respected name and brand among baby-boomers.

**PRGM** “Council events” seem to be good value for the money. (*Scouting the Zoo, Haunted Hayride, Safe Halloween.*)

**FD** Strong long-term relationships with local United Ways, dependent on staff and volunteers. Strong special events are creating entry level donors and program awareness and also generating revenue.

**FM** Council has strong balance sheet with little debt and good fiscal stewardship.

**BS/V** Good Boy Scout program delivery model is dependent on strong youth leadership guided by good adult leaders.

**BS** The advancement trail of Scouting is strong.

**CS** Cub Scout camping programs are good and improving.

**BS/CS** Support resources (*people and materials*) for units and leaders are readily available. Strong product sales with opportunity for growth. 90% retention of registered units through strong community organization partnerships.

**MCS/LFL** Strong MPS and RUSD relationships result in an annual increase of schools participating.

**EXP** Career model of Exploring is unmatched by competitors.

**ALL** Premier Youth Protection Training.

## WEAKNESSES

**BE** Millennials have a limited awareness and low impression of the Scouting brand. Council communications need improvement. Local web resources are difficult to navigate.

**PRGM** Implementing new initiatives is difficult with existing resources.

**PRGM/FD** Council-level events have low attendance.

**FD** Council revenue stream is not diversified. Size of Endowment Fund.

**FD/FM** Maintenance of council properties and facilities.

**BS/CS** Units, districts and council lack volunteers as compared to benchmarks.

**LFL/EXP** Programs are difficult to deliver due to lack of staff and volunteers.

## OPPORTUNITIES

**PRGM/FD** Great camp program features and improved facilities at southern camps can increase attendance from internal and external audiences, harness revenue and yield quality programming.

**FD/VBD** Millennials are looking to support initiatives that provide social responsibility.

**VBD** New Leadership Standards open Scouting to a wider audience.

People in the community are willing to support Scouting with resources (time and money) if given a job that creates personal gratification.

Involvement in Scouting helps volunteers develop social networks.

**CS** Great potential to recruit millennial parents through new Cub Scout Program Initiatives.

**CS** Providing adventure experiences to Cub Scouts results in excited boys who stay in Scouting.

Cub Scout camp attendance can be greatly expanded.

**MCS** Providing outdoor experiences to young men is key to a successful Multicultural Scouting Program.

**LFL** Schools that deliver the Learning for Life program see results through better student behavior.

**LFL/EXP** Learning for Life is a great facilitator of collaborative programming with other organizations.

**ALL** Opportunity exists in all school districts for increased partnerships.

## THREATS

**FD** Fluctuating donor methodology continually puts funding at risk.

**VBD** Competition for time is fierce for parents and youth.

Scouting is a time-intensive program and parental time is limited.

**CS** Without an increased emphasis on Cub Scout recruitment and retention, Boy Scout membership will dramatically decline in coming years.

**LFL** In-school program partnerships need to be renewed annually.

**LFL/V** LFL/Exploring and Venturing are little-known brands.

**BE** - Brandy Equity

**PRGM** - Program

**FD** - Fund Development

**FM** - Fiscal Management

**VBD** - Volunteer & Board Development

**BS** - Boy Scouting

**CS** - Cub Scouting

**MCS** - Multicultural Scouting

**V** - Venturing

**LFL** - Learning for Life

**EXP** - Exploring

**ALL** - All



# STRATEGIC PLAN PILLARS





# STRATEGIC PLAN OBJECTIVES



## IMPACT & PARTICIPATION

- Cumulative growth in Learning for Life membership of 20% across Three Harbors Council.
- Traditional membership growth to a total of 5% in Cub Scouts and 3% in Boy Scouts, while sustaining ScoutReach, Venturing and other non-traditional membership. Increased retention in traditional program membership to 68%.
- 65% of Boy Scouts have a long-term camping experience and 33% of Cub Scouts participate in a camping experience.

## SUSTAINABILITY

- Increased operating revenue sources to drive appropriate program and staffing. Operating budget reserve of 1% annually.
- Two year-round camps that have fully allocated costs and depreciation that breaks even.

## LEADERSHIP & CHARACTER

- Balanced recruitment of the Executive Board to represent the communities we serve, resulting in 15% women and 15% minority increase, while increasing corporate representation.

## BRAND EQUITY

- Increased digital communications footprint of the council to leaders, parents, Scouts, potential new Scout parents and the general public.
- Quality innovative council and district program development resulting in a 20% increase in activities attendance.



# TACTICS



## BRAND EQUITY

**OBJECTIVE** Increased digital communications footprint of the council to leaders, parents, Scouts, potential new Scout parents and the general public.

### STRATEGIC INITIATIVE

- Advancement Committee
- Camping Committee
- Fund Development Committee
- Learning for Life Committee
- Marketing Committee
- STEM Committee
- Training Committee

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- Learning for Life Committee
- Marketing Committee
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### STRATEGIC INITIATIVE

Marketing Committee

### TACTIC

Develop the website into the preferred method to gather information and register for activities.

### TACTIC

Identify the most used forms of social media for Scouts and leaders and align specific platforms with constituencies.

### TACTIC

Enhance the e-newsletter to include items of transformational/strategic significance.

### TACTIC

Establish a customer experience map to model existing footprint. Pay special attention to the millennial age group of parents, showing how they can make a difference.





# TACTICS



## BRAND EQUITY

**OBJECTIVE** Quality innovative council and district program development resulting in a 20% increase in activities attendance.

### STRATEGIC INITIATIVE

- Advancement Committee
- Camping Committee
- Marketing Committee
- ScoutReach Committee
- Shooting Sports Committee
- STEM Committee

### STRATEGIC INITIATIVE

Fund Development Committee

### TACTIC

Finalize the Council Development Plan and form a Fund Development Committee to assist with Friends of Scouting development and special events.

### STRATEGIC INITIATIVE

Learning for Life Committee  
Venturing Committee

### TACTIC

Develop and implement additional teen program opportunities for youth in Venturing and Exploring.

### STRATEGIC INITIATIVE

Board Development Committee

### TACTIC

Increase Executive Board engagement.

### TACTIC

Working through district and council program committees, ensure quality innovative programs achieving National BSA standards.



# TACTICS



## IMPACT AND PARTICIPATION

**OBJECTIVE** 65% of Boy Scouts have a long-term camp experience and 33% of Cub Scouts participate in a camping experience.

### STRATEGIC INITIATIVE

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Camping Committee

Shooting Sports Committee

STEM Committee

ScoutReach Committee

ScoutReach Committee

### TACTIC

### TACTIC

### TACTIC

### TACTIC

Development of camp promotions to encourage Scouts of all levels to go to camp. Develop and implement survey program to get unit feedback.

Create volunteer awareness and understanding of the council's shooting sports program and equipment available for use at all levels, resulting in an increase in use and adult leaders trained.

Create partnerships and develop opportunities for Cub Scouts and Boy Scouts to participate in STEM activities.

Pair ScoutReach packs and troops with traditional units who would be willing to take them camping.



# TACTICS



## IMPACT AND PARTICIPATION

**OBJECTIVE** Traditional membership growth to a total of 5% in Cub Scouts and 3% in Boy Scouts, while sustaining ScoutReach, Venturing and other non-traditional membership. Increased retention in traditional program membership to 68%.

### STRATEGIC INITIATIVE

**Advancement Committee**

### STRATEGIC INITIATIVE

**Membership Committee**

### STRATEGIC INITIATIVE

**Training Committee**

### TACTIC

Increase the Advancement Committee membership to create a focus on advancement at the unit level.

### TACTIC

Increase Webelos to Scout transition by increasing Webelos resident camp attendance.

### TACTIC

Increase Cub Scout membership by increasing traditional Cub Scout packs.

### TACTIC

Increase participation in all training courses.

### TACTIC

Provide an initial quality Scouting experience for all new Scouts through attendance at a council event during their first two months.



# TACTICS



## IMPACT AND PARTICIPATION

**OBJECTIVE** Cumulative growth in Learning for Life membership of 20% across Three Harbors Council.

### STRATEGIC INITIATIVE

Learning for Life Committee

### STRATEGIC INITIATIVE

Marketing Committee

### TACTIC

Develop a growth plan for Learning for Life.

### TACTIC

Raise awareness of Learning for Life programs.



# TACTICS



## LEADERSHIP & CHARACTER

### OBJECTIVE

Balanced recruitment of the Executive Board to represent the communities we serve, resulting in 15% women and 15% minority representation, while increasing corporate representation.

### STRATEGIC INITIATIVE

Board Development Committee

### TACTIC

Implement a formal Executive Board member recruitment process that ensures recruitment of diverse candidates. This process is to ensure board members are familiar with council goals, programs, organization, board composition and expectations.

## SUSTAINABILITY

### OBJECTIVE

Two year-round camps that have fully allocated costs and depreciation that breaks even.

### STRATEGIC INITIATIVE

Camping Committee  
Properties Committee

### TACTIC

Develop a 10-year plan for increased program opportunities, deferred maintenance and major improvements at both council camps.

### OBJECTIVE

Increased operating revenue sources to drive appropriate program and staffing. Operating budget reserve of 1% annually.

### STRATEGIC INITIATIVE

Fund Development Committee

### TACTIC

Increase in net attendance and dollars raised at all special events. Determine donor satisfaction of events through after-action surveys.



# STRATEGIC PLAN COMMITTEE MEMBERS ARE:



**Bob Pjevach (Chair)**

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**David Boyer**

**Ed Brandon**

**Katie Clark**

**Bob Coons**

**Rich Galling**

**Tom Mahoney**

**John Makowski**

**Wally Smith**

**Dan Tranchita**



# STRATEGIC INITIATIVES SCOUTING COMMITTEES



**Advancement Committee**

**Camping Committee**

**Fund Development Committee**

**Learning for Life Committee**

**Marketing Committee**

**Membership Committee**

**Properties Committee**

**ScoutReach Committee**

**Shooting Sports Committee**

**STEM Committee**

**Training Committee**

**Venturing Committee**

**Volunteer Development Committee**

FOR MORE INFORMATION ABOUT THE STRATEGIC PLAN  
PLEASE CONTACT [SCOUTING@THREEHARBORSSCOUTING.ORG](mailto:SCOUTING@THREEHARBORSSCOUTING.ORG)



**EXECUTIVE BOARD  
ACCEPTED:  
JUNE 15, 2016**

**REVISED:  
JUNE 24, 2016**



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