



BOY SCOUTS OF AMERICA®

Georgia-Carolina Council

## Strategic Plan 2019-2021

Approved by the Executive Board of the Georgia-Carolina Council on  
November 14, 2018

Prepared. For Life.™



**Prepared. For Life.™**





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## Welcome

This document details the Strategic Plan for the Georgia-Carolina Council, Boy Scouts of America for 2019-2021.

Simply put, a strategic plan is a road map that describes the overall direction of the organization as a whole, as well as how the organization's resources (current and future) will be allocated to achieve the plan developed by the planning committee. It will provide focus and direction as tough financial decisions are made and various phases of the plan are implemented.

This plan has been built with input from all levels of the council from the various council and district committees to an open invitation for all Scouts and Scouters to provide input. After weeks of work, the Georgia-Caroline Executive Board is proud to present this plan of action to help guide our efforts in the coming years.

Just like the plan was built by a diverse group of people, it will take a concentrated effort by all members of the council's Scouting community to achieve the various goals. We are in this project together!

The plan will remain a central focus of the board, and progress updates will be provided at each board meeting starting in March 2019.

We sincerely appreciate you taking the time to read, ask questions and embrace the plan. This is a living document and feedback is always welcome.



***Sam Tyson***

***Council President***

***Daniel Rogers***

***Scout Executive***

***Paul Korinko***

***Council Commissioner***



## **BSA National Strategic Plan**

### **Mission of the Boy Scouts of America:**

It is the mission of the Boy Scouts of America 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.

The National Strategic Plan contains objectives and goals (pillars) for the National Council and the BSA in general. Each council's success contributes to the success in achieving the national goals.

To quote the national council, "The difference between strategic planning and strategic management can be profound to an organization when understood. *Strategic planning* usually refers to the development of a plan. *Strategic management* refers both to strategy development and execution. Strategic management is a business process. Strategic planning is an event. Although this guide refers to strategic planning throughout, understand that the reference means developing *and* executing because every Scout executive wants to drive results. You do that by instilling a business cycle from developing to implementing to adapting and then repeating."

## **Georgia-Carolina Council, BSA**

### **Vision:**

The Georgia-Carolina Council will prepare youth in our 16 counties to become responsible, participating citizens and leaders who are guided by the Scout Oath and Law.

### **Mission:**

To provide quality programs, facilities and opportunities that enable Packs, Troops, Crews and Posts to deliver the full range of Scouting experiences to every registered member.

### **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.



## Focus Areas – Objectives and Goals

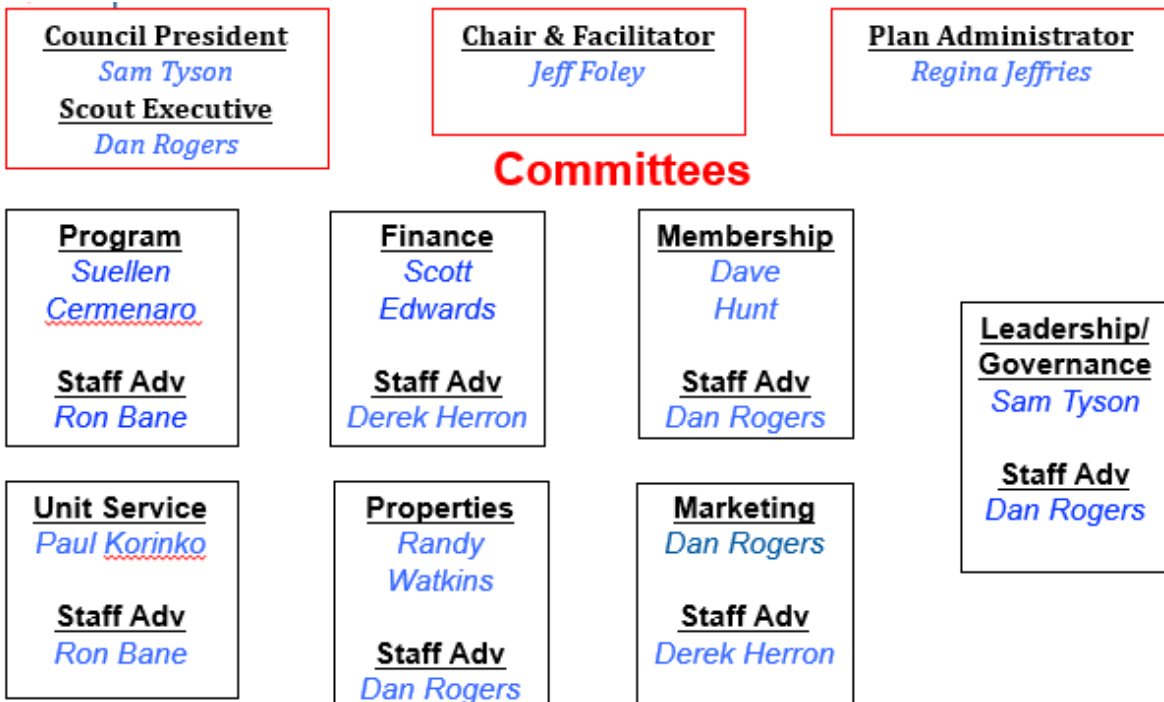
The following pages contain the 7 major focus areas that our council established as priorities for the next three years. They were derived from the BSA National Strategic Plan as shown below. The importance of the alignment of the National Plan Pillars, our Council’s Focus Areas, and the Journey to Excellence (JTE) objectives cannot be overstated to maximize the credibility of our plan.

Each Focus Area for our plan contains 4-6 specific Objectives and associated strategies to achieve each Objective. The JTE objectives associated with each Goal are highlighted as well, reinforcing this important linkage. Each Focus Area has a Chair and Staff Advisor who were principally responsible for the development and refinement of the objectives and strategies.





## Planning Committee Organization





## Focus Area 1: Programs

Chair: Suellen Cermenaro

Staff Advisor: Ron Bane

**Objective 1:** Increase long-term camp usage (Summer Camp / Webelos Resident Camp) at Knox Scout Reservation and Camp Daniel Marshall from 136 in 2018 to 200 in 2019 and 10% annually thereafter. (JTE 1-10-11) (Measure counts only Youth Campers)

- Publish and send Unit Leaders Guide by October 31 annually to a minimum of 50 prospective Units. Post the leaders guide on Facebook and the Council Website.
- Visit Florida Camp Show annually.
- Send a written invitation and leaders guide to the council leaders in the Central Georgia and Palmetto Councils to offer Camp Staff and In-Council Camper experiences for their youth and troops. Completed annually by December 1<sup>st</sup>.
- Publish ad in Scouting magazine annually.

**Objective 2:** Increase total camper nights at Knox Scout Reservation and Camp Daniel Marshall (excluding long-term camps and council sponsored activities) from **1,700** in 2018 to 1785 in 2019 then by 5% annually. (JTE 1-7-8-9) Note: 2018 had 10 Troops use KSR and 5 Packs / 2 Troops use CDM for weekend camping

- Improve quality of available facilities in campsites and cabins.
- Market available camping opportunities to units.
- Improve quality and quantity of information found on council website regarding year-around use of camp facilities.
- Offer at least 2 programs annually that were not offered the previous year.

**Objective 3:** Increase the % of direct contact leaders who are trained from 48.3% in 2018 to 50.3% in 2019 52.4% in 2020 and 55% in 2021. (JTE 18)

- Recruit well-staffed training teams. (Min 5 person per district)
- Provide training teams with detailed information regarding who needs to be trained.
- Enable training teams to provide training at a variety of locations, and times throughout the year.
- Publish our progress monthly in the Council Compass news.

**Objective 4:** Increase documented annual service hours per scout from 5.41 hrs. per scout in 2018 to 8 hrs. per scout by December 2021. (JTE 12)

- Provide council-wide “one day of service” project annually.
- Train units and districts to conduct and record their own service projects.
- Publish How To tutorial on council website.





## Focus Area 2: Finance

Chair: Scott Edwards

Staff Advisor: Derek Herron

**Objective 1:** Receive \$20,000 annually in new endowment funds. (JTE 3)

- Working with VP of Fund Development and Nominating Committee. Recruit Endowment Growth Chair no later than 12/23/2018
- Recruit a team of 2 to 4 additional members no later than the 2019 Annual Business Meeting
- Endowment Growth Committee will meet quarterly with a focus on providing informational events/activities/literature as well as recognition events for endowment donors and will report to the board through the VP of Fund Development regularly

**Objective 2:** Manage current endowment to net 4% growth annually after fees. (JTE 1)

- Endowment Committee will meet quarterly to review investment portfolio and recommend changes when necessary

**Objective 3:** By 2021, Develop and Manage Annual Budget which nets a minimum of 2% of gross revenue annually. (JTE 1 – 13)

- Every September/October complete an annual review of expenses and service contracts to identify opportunities in which the council can reduce expenses
- By December 2019 complete an energy usage assessment for all buildings that are heated and have A/C. Using this report, identify cost effective ways to reduce our energy costs.
- Provide District Committees with all district level budgets in September annually
- Finance Committee reviews final proposed budget prior to November board meeting to make recommendation of budget to the full board
- Finance Committee will monitor monthly budget, providing feedback to district activity chairs on the performance of their activity vs budget. Committee will complete the detailed review in July, making necessary adjustments to ensure council operates with positive cash flow annually. Finance Committee will meet more often if necessary
- Finance committee will review areas where we have multiple vendors providing similar services and explore benefits of consolidating suppliers. Assessment to be complete by March 2019



**Objective 4:** Increase Direct Support Revenue (*FOS, Project Sales, Special Events, Foundations & Trusts*) and product sales from **\$432,000** in 2018 to **\$480,000** in 2019 and 10% growth thereafter. (JTE 1 – 2 – 13)

- Using the Nominating Committee build quality district finance teams with 5 or more members per team.
- Improve % of families donating to the Family FOS campaign by visiting more units and developing a standardized follow-up process to give every family the opportunity to support the council. 2018 had 277 family gifts totaling \$43,604. (14.2% of Cub / Scouts BSA membership from month end June)
- Develop detailed list of project sale items needed for camp as well as the office no later than January 31, 2019. List should be updated at least twice annually.
- By December 2020, conduct a fourth special event, such as sporting clays tournament.
- By March 31, 2019 have a complete and detailed list of all local foundations and trusts we should apply to annually. List must include contact information, previous giving history to us and projected application deadline
- Engage more units to sell camp cards and popcorn each year, which will result in a growth in net product sales. Total units that sold a min. of \$100 for each product count as active.

2018	Camp Cards	Popcorn	Total
Creek River	7	18	25
Kiokee River	13	24	37
Yamasee	10	15	25
<b>Total Units Selling</b>	<b>30</b>	<b>57</b>	<b>87</b>



**Objective 5:** Raise \$1,750,000 to build a dining hall at Knox Scout Reservation prior to July 1, 2019 (JTE 1 -10-11)

- Engage a Capital Campaign Chair to lead the effort to raise the funds.
- Submit funding proposals to a wide variety of available foundations and trusts.
- Provide opportunities for smaller donors to be a part of the effort.
- Explore option of investing current dining hall funds into short term CD's or other interest-bearing accounts.

**Objective 6:** Build the dining hall with a completion date of no later than May 15, 2020 (JTE 1 -10-11)

**Objective 7:** Decrease Net Operating Loss of Camp and Activity Revenue from \$98,652 in 2018 to \$50,000 in 2019, \$25,000 in 2020 and \$0 loss in 2021.

- Build a dining hall (finance objectives 4 and 5)
- Work to reduce operating expenses at Camp Daniel Marshall and Knox Scout Reservation.
- Improve camp appeal by building quality campsites, improving cabins
- Market summer camp fully
- Market year around use of camp to Scouts and other groups



### Focus Area 3: Leadership and Governance

Chair: Sam Tyson

Staff Advisor: Dan Rogers

**Objective 1:** Increase Board Membership from 35 to 50 by 2021. (40 by 2019, 45 by 2020, 50 by 2021) (JTE 16)

- Appoint a 4-6 person nominating committee annually in September to recruit, review and approve all board nominations, as well as select the slate of officers for the coming years
- By July 2019 explore the need for Vice President of Marketing and Vice President of Cub Scouting positions on the Executive Committee. Vote in July 2019 to amend the bylaws to increase the VP positions if deemed necessary

**Objective 2:** Recruit additional community leaders of a diverse background with a passion for Scouting to increase from 13% in 2018 to 20% on the board by 2021.

**Objective 3:** Increase # of functioning sub-committees from 13 to 22. Committee must have a chair and meet at least annually. (JTE 8-9-10-11-12-16-17)

Subcommittee	Chair	Subcommittee	Chair	Subcommittee	Chair
Advancement		Alumni		Anniversary	
Audit	<i>Doug Cates</i>	Camping	<i>Jim O'Hara</i>	Capital Development	<i>Michael Harley</i>
Comp and Benefits	<i>Greg Francisco</i>	Cub Scouts	<i>Jami Jacobs</i>	Endowment Mgmt.	<i>Bruce Ginn</i>
Endowment Growth		Family Scouting		Finance	<i>Scott Edwards</i>
Fund Development		High Adventure	<i>Bill Neal</i>	Insurance	<i>Andy Knox</i>
Marketing		Nominating	<i>Doug Cates</i>	Properties	<i>Randy Watkins</i>
Risk Management	<i>Ron Pflieger</i>	Strategic Plan	<i>Jeff Foley</i>	Training	<i>Deb Lanham</i>
Program	<i>Suellen Cermenaro</i>				



**Objective 4:** Increase council staffing to include Finance Director and Field Director by December 2021. (JTE 2-4-5-6-7-13-14)

- Working with the Finance Committee, hire a finance director in 2019 when funding becomes available, and a Field Director thereafter when funding is available.
- Through cost savings and increased revenue hire a Field Director no later than December 2021. Budget must be able to support the addition prior to adding it.

**Objective 5** Complete recommended improvements from the August 2017 Administrative Audit by 12/31/2019

- Complete remaining items on the Executive Summary by Dec. 2019: A-13, B, G-1, H, I-4, J-1, J-12, K, L-1, I-15, M-3, O-2, P-2, P-3, P-8, P-11



## Focus Area 4: Membership

Chair: Dave Hunt

Staff Advisor: Dan Rogers

**Objective 1** Achieve Cub Scout Growth from 1606 in 2018 by 2% annually. (JTE #5,6)

- Recruit at every Elementary school in the council during fall round-up
- Conduct Spring Recruiting where possible
- Expand the Family Scouting Program from 19 Packs in 2018 to 24 in 2019, 30 in 2020 and 36 in 2021.

**Objective 2** Achieve growth in Scouts BSA membership from 920 in 2018 by 2% annually.

- Start a Scouts BSA female unit in every county at a minimum by 2021.
- Conduct spring Scouts BSA rallies for at least 24 troops.
- District membership teams provide a district managed Webelos Cross-Over program that results in 70% or greater cross-over rate for eligible Arrow of Light Scouts.

**Objective 3** Establish District and Council Membership Committees that meet by June 30, 2019. (JTE 4-5-6-7-14)

- Recruit district and council membership committee. Each team will have 4 members by June 2019 and 7 by December 2021 for a total of 28

**Objective 4** Increase Unit Growth by a minimum of 1 unit annually.

- Start new units in communities within our council that currently have no Scouting programs. Refer to 2019 Council Membership Growth Plan for detailed list (5 counties No Cubs, 6 No Troops, 12 No Exploring or Venturing)
- Focus on having 1 Cub Pack for every school that serves over 200 youth. Current ratio is 87 Schools, 52 Packs = 1.67 Schools per pack.
- Ensure that girls in every community have access to at least 1 pack and Scouts BSA Troop by 2021



## Focus Area 5: Properties

Chair: Randy Watkins

Staff Advisor: Dan Rogers

**Objective 1:** Sell Donated Property located at 2729 Cardigan Ct in Hepzibah by 12/31/2019

**Objective 2:** Determine whether it is in the best interests of our council to maintain ownership/control of Camp Daniel Marshall through a comprehensive cost-benefit assessment by 12/31/2019.

**Objective 3:** Pass full responsibility for Camp Lynwood Hayne to the Trustees by 3/31/2019

- Correct property tax records
- Work with Trustees to assure best possible return on investment occurs annually.



## Focus Area 6: Unit Service

Chair: Paul Korinko

Staff Advisor: Ron Bane

**Objective 1:** 100% of all Packs, Troops and Crews provide a written copy of their annual program plan by 15 October annually. (JTE 8-9-10-11-14-15)

- Ensure every Unit has a planned program that is printed and shared with unit members (Measured by physical hard copies of plans turned in to commissioner staff. Commissioners should follow-up with all units that do not turn a plan in. Commissioners could provide a lesson at University of Scouting on effective Program Planning)

**Objective 2:** Increase % of units that have been visited at least 6 times annually from 28% in 2018 to 45% by December 2021. (JTE 15)

- Council Commissioner will host a quarterly Commissioners Meeting to review unit visit status among other important commissioner information.
- Commissioners are highly visible, visiting their units regularly and logging visits in the Commissioners Visits Platform. Measured by the JTE #15 Unit Visits

**Objective 3:** Retain 90% or more of all units annually. (JTE 14)

- Commissioners work with units to retain existing units and provide a commissioner to work with all new units.

**Objective 4:** Recruit and train enough Unit Commissioners to improve the Commissioner / Unit ratio from 1:3.8 to 1 to 3 by 12/31/2019.

- Develop a Commissioner Nominating Committee to focus on identifying and recruiting Commissioners.
- Publish on the council website the name of each Unit Commissioner and the unit(s) they serve. List vacancies.





## Focus Area 7: Marketing

Chair: Dan Rogers

Staff Advisor: Derek Herron

**Objective 1:** Start a marketing committee that meets no later than March 31, 2019.

- Work through the council Nominating Committee to identify a Marketing Committee Chair
- Working with the appointed chair and Executive Board members, identify and recruit additional personnel to serve on the Marketing Committee. Committee should meet no later than March 31, 2019

**Objective 2:** Present a completed marketing plan to the full board for approval for May 2019 Board Meeting, then begin executing the plan.

- Working through the Committee develop a marketing plan that identifies:
  - Priorities
  - Goals
  - Strategy
  - Key Actions
  - Measurable Outcomes
  - Develop comprehensive list of marketing resources and contact info for all major media contacts.
- Develop comprehensive list of marketing resources and contact info for all major media contacts.



# 2019 Journey to Excellence

## Scouting's Journey to Excellence 2019 Council Planning, Performance, and Recognition

Item	Objective	Bronze Level	Silver Level	Gold Level	Bronze Points	Silver Points	Gold Points	
<b>Finance</b>					<b>Category Total Needed for Overall Gold: 300</b>			<b>Total Possible: 600</b>
#1	<b>Fiscal management:</b> Maintain positive unrestricted net assets in the Operating Fund to support annual operating expenses.	Positive unrestricted operating net assets or increase 2% (surplus plus or minus transfers) over expenses.	DE ratio, or positive and increase 2% (surplus plus or minus transfers) over expenses.	.25 ratio, or .55 and increase 2% (surplus plus or minus transfers) over expenses.	100	200	300	
#2	<b>Fundraising:</b> Increase council-generated net contributions in the Operating Fund over prior years.	Greater than or equal to prior three year average.	3% growth over prior three year average.	10% growth over prior three year average.	75	100	200	
#3	<b>Endowment:</b> Add new permanently restricted gifts to the Endowment Fund, while increasing its ability to support operations.	New endowment gifts of at least 0.5% of expenses or \$10,000, whichever is less.	New endowment gifts of at least 1% of expenses or earn "Major Gifts Award" in 2019.	New endowment gifts of at least 5% of expenses, or achieve Silver, plus endowment net assets equal three times operating expenses.	25	50	100	
<b>Membership</b>					<b>Category Total Needed for Overall Gold: 300</b>			<b>Total Possible: 600</b>
#4	<b>Community impact:</b> Increase market share, including male and female members (Cub Scouts, Scouts BSA, Venturers, Sea Scouts, Explorers, pilot programs) and Learning for Life participants.	3.5% density or 1% growth in density (i.e. 3.00% to 3.03%).	5% density, or 3.5% and 1% growth in density.	8% density, or 5% and 1% growth in density.	75	100	200	
#5	<b>Membership/youth growth:</b> Increase number of registered youth (Cub Scouts, Scouts BSA, Venturers, Sea Scouts, Explorers, and pilot program members).	Achieve growth in overall membership.	Achieve 1% growth in overall membership.	Achieve 3% growth in overall membership.	75	100	200	
#6	<b>New member recruiting:</b> Increase number of new youth recruited (Cub Scouts, Scouts BSA, Venturers, Sea Scouts, Explorers, and pilot program members).	New Cub Scouts joining represent at least 3% of TAY or increase in recruiting new Cub Scouts by 1%.	Achieve bronze, plus have an increase in new Scouts BSA or an increase in new young adults (Venturers/Sea Scouts/Explorers).	Achieve bronze, plus have an increase in new Scouts BSA and an increase in new young adults (Venturers/Sea Scouts/Explorers).	75	100	200	
#7	<b>Youth retention:</b> Improve retention rate of Cub Scouts, Scouts BSA, Venturers, and Sea Scouts.	67% retention or 2 percentage points increase (i.e. 59%-60%).	75% retention, or 67% and 2 percentage points increase.	80% retention, or 75% and 2 percentage points increase.	75	100	200	
<b>Program</b>					<b>Category Total Needed for Overall Gold: 125</b>			<b>Total Possible: 600</b>
#8	<b>Cub Scout advancement:</b> Increase the percentage of Cub Scouts earning rank advancements.	48% or 2 percentage points increase (i.e. 30%-37%).	60%, or 48% and 2 percentage points increase.	72%, or 60% and 2 percentage points increase.	25	50	100	
#9	<b>Scouts BSA advancement:</b> Increase the percentage of Scouts BSA earning rank advancements.	44% or 2 percentage points increase (i.e. 30%-37%).	50%, or 44% and 2 percentage points increase.	55%, or 50% and 2 percentage points increase.	25	50	100	
#10	<b>Cub Scout camping:</b> Increase the percentage of Cub Scouts attending day camp, family camp, and/or resident camp.	40% or 2 percentage points increase (i.e. 20%-30%).	60%, or 40% and 2 percentage points increase.	80%, or 60% and 2 percentage points increase.	25	50	100	
#11	<b>Scouts BSA camping:</b> Increase the percentage of Scouts BSA attending long-term camp and high-adventure program.	57% or 2 percentage points increase (i.e. 30%-40%).	67%, or 57% and 2 percentage points increase.	80%, or 67% and 2 percentage points increase.	25	50	100	
#12	<b>Community service:</b> Increase the amount of community service provided by Scouts, Explorers, leaders, and other participants.	Average 4 hours per youth member or 2 hour growth (i.e. 2.8 to 3.0).	Average 5 hours per youth member, or 4 hours and .3 hour growth.	Average 6 hours per youth member, or 5 hours and .2 hour growth.	25	50	100	
<b>Unit Service</b>					<b>Category Total Needed for Overall Gold: 300</b>			<b>Total Possible: 600</b>
#13	<b>Youth-serving executives:</b> Maintain or improve ratio of youth-serving executives to target age youth.	1 YSE per 38,000 TAY or increase of 1 YSE over prior year ratio.	1 YSE per 24,000 TAY.	1 YSE per 14,000 TAY.	75	100	300	
#14	<b>Unit growth/retention:</b> Organize more new units while retaining existing packs, troops, crews, ships, clubs, and posts.	Increase the number of new units organized or retain at least 90% of existing units.	Increase the number of new units organized and have at least one female troop for every 10 non-LDS male troops (or portion thereof).	Increase the number of new units organized by at least 10% and have at least one female troop for every 10 non-LDS male troops (or portion thereof).	100	200	300	
#15	<b>Unit contacts:</b> Support implementation of the Unit Service Plan through detailed assessments and an increased number of unit contacts to packs, troops, crews, ships, clubs, and posts.	10% of units have 6 total assessments, including one detailed assessment recorded in Commissioner Tools.	25% of units have 6 total assessments, including one detailed assessment recorded in Commissioner Tools.	45% of units have 6 total assessments, including one detailed assessment recorded in Commissioner Tools.	25	50	100	
<b>Leadership and Governance</b>					<b>Category Total Needed for Overall Gold: 150</b>			<b>Total Possible: 600</b>
#16	<b>Council leadership:</b> Have an active strategic plan with an engaged executive board.	Council has a current strategic plan that drives its annual priorities and budget. Board selects five JTE criteria to target for improvement in support of its strategic goals.	Achieve bronze requirements, plus show improvement in three of the five targeted JTE criteria.	Achieve bronze requirements, plus show improvement in four of the five targeted JTE criteria.	100	200	300	
#17	<b>District leadership:</b> Increase the number of volunteers serving on district committees.	Average of 14 per district or increase average by two persons per district.	Average of 21, or average of 14 and increase average by two persons per district.	Have a district chairman and commissioner registered for each district and an average of 21 persons per district.	25	50	100	
#18	<b>Unit leadership:</b> Increase the number of direct contact leaders who are trained.	40% or 2 percentage points increase (i.e. 32%-34%).	50%, or 40% and 2 percentage points increase.	70%, or 50% and 2 percentage points increase.	25	50	100	

Scoring: Gold- Total of 1,800 total points plus minimums in every category, Silver- Total of 1,300 points, Bronze- Total of 1,000 points.