

## **2015-2018 Strategic Plan Texas Southwest Council**

### **Mission**

To prepare young people to make ethical choices over their lifetimes by instilling in them the values of the Scout Oath and the Scout Law.

### **Vision**

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 Law.

### **Membership**

1. Achieve and maintain the Gold Standard in Membership Impact by increasing market share by December each year.
  - Develop tools which will provide a better understanding of the communities we serve.
  - Recruit and train Membership Chairs in all districts
  - Expand the Council's Membership Committee to include developing community relationships
  - Mentoring for all Unit Leaders
  - Increase number of non-traditional units
2. Achieve and maintain the Gold Standard in Membership Growth by increasing the number of registered youth by December each year.
  - Develop marketing strategies to incorporate into the School Night to Join Scouting fall campaign
  - Promote spring Tiger Cub recruitment programs
  - Use the National thematic resources like "Badge of Honor" every year. (Look at: [Scouting.org](http://Scouting.org))
3. Achieve and maintain the Gold Standard in Youth Retention by December each year.
  - Recruit and train District Webelos to Scout transition Chairs
  - Coordinate with District and Unit Commissioners to communicate the Council's retention resources
  - Organize retention trainings and discussions on an annual basis at District Roundtables

### **Marketing/Leadership**

1. The Council should work to constantly market itself, its goals, as well as constantly work to improve its public image.
  - Provide constant Communication from the council office to all media outlets in the communities of our council
  - By May 2015 develop a marketing calendar to include specific goals and objectives for each month and event
  - Partner with other Non-Profit organizations in our various communities of the council, to better our image as a service organization
  - Develop a new council website by January 2015
2. Establish ourselves in the eyes of our communities and our community leaders.
  - A marketing event should be planned and scheduled at least once every two years. The purpose of this event shall be to spread the benefits of Scouting and ways to get involved

- Develop a local Scouting Speakers bureau. These volunteers and staff members will speak on behalf of the Texas Southwest Council to civic organizations, chamber of commerce, faith based organizations and community groups about the well-being of the Scouting in our 23 ½ counties
  - Communicate directly with parents through an electronic newsletter with timely and informative information
  - Working with our District Key 3 members and district marketing chairs we communicate with our units to tell their story of Scouting to their communities by publishing one unit news article a month
3. Establish a diversified board of directors that represent our 23 ½ counties and the needs of our 1,600 registered youth.
    - Under the direction of the council and district nominating committees perspective community leaders are identified and recruited monthly to serve at various positions on the executive board and/or council and district committees
    - By December 31<sup>st</sup> of each year all VP and committee positions of the executive board shall be filled with an appropriate volunteer
  4. Review District organization
    - To ensure the number of traditional units, membership and District size per unit serving executive is within the National guidelines
    - Determine Texas Southwest Council recommendations including acceptable guidelines on district size for both volunteers and professional staff
    - Determine the best allocation of resources to maximize the greatest opportunity for program delivery, membership growth and unit service

### **Development**

1. By December 2016 the TSWC will secure \$300,000 from new contributors for our operating and endowment funds.
  - Using the BSA Sales Model recruit a new fundraising contributor/worker every week to follow the IC5 fundraising concept
  - Professional staff supports each new fundraising contributor/worker to secure their 5 new donors of the IC5 fundraising concept
  - Develop a new fundraising pledge card to include both operating and endowment gift options over multiple years
2. Grow revenue needed to fund the operating needs of the Council
  - Fully utilize all Council resources to increase revenue from 26% to 31% (as part of the total support and revenue of the Council budget) by maximizing ecommerce, increased and year round use of facilities and camps, growth of the popcorn sale and growth of Scout shop sales
  - Increase direct support from 44% to 60% (as part of the total support and revenue of the Council budget) by identifying new revenue and giving opportunities and by increasing funding received via grants/foundations
  - Review current revenue activities to identify opportunities to increase their effectiveness and efficiency
3. Develop a donor directed fundraising program
  - Conduct an integrated fundraising campaign that includes operating, endowment and capital
  - Communicate and develop strong relationships with donors by focusing on Scouting's mission and impact
  - Review staff and volunteer structure and resources to determine necessary changes to achieve the Council's development goals and needs

4. Fully utilize information and technology in achieving the Council's development needs
  - Create a donor data base that provides comprehensive, accurate and timely information to utilize in identifying, evaluating, contacting, and maintaining information related to donors at all levels
  - Identify, create and utilize effective forms of communication with donors
  - To include but not limited to; relationship management, analysis reporting, accountability and stewardship, online donor service, direct mail, recurring giving and matching gifts

#### **Properties/Program**

1. Develop a fiscally sound and self-supporting Outdoor Scouting program utilizing council approved properties
  - With support from National Engineering, Finance and Outdoor Programs conduct a TSWC Property, Facility, Maintenance and Utilization Study by December 2015
  - Council President recruits a committee to evaluate study and outcomes
  - Reevaluate all City of San Angelo and Texas Southwest Council property leases
  - Develop TSWC Property Utilization, Facility, Maintenance and Master Plans
2. Achieve and maintain the Silver Standard in Cub Scout and Boy Scout Camping by December each year.
  - Complete the NCAP application for the 2016 Camping Season by April 1, 2015
  - Recruit, train and contract suitable Cub Scout Day Camp and Family Camp, Boy Scout Resident Camp and Boy Scout Winter Camp staff members by January of every year
  - Develop council approved and age appropriate programs for each camping experience and property
  - Utilize a marketing plan for each camp developed by the council marketing committee to promote council ran camps to in council and out of council constituents. That may be carried out by our Order of the Arrow Lodge and Camp Promotions Committee