

# Jayhawk Area Council, Boy Scouts of America

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## Strategic Plan 2006 – 2010

### Quality Programs

*Goal: Provide a balanced, quality program for the Cub Scouting, Boy Scouting and Venturing age groups.*

Objective:

Strategies:

A. Continue council's strong program orientation with current number of district and council events/activities

1. Monitor attendance records at events. Reinvigorate those with poor attendance.
2. Utilize themes and challenges to attract participants e.g., skill competitions, unit-sponsored games, etc.
3. Develop an Executive Board orientation session and conduct at least twice per year.
4. Plan, promote and implement a National Youth Leadership Training course.

B. Increase the number and percentage of Webelos Scouts transferring into Boy Scout Troops

1. Establish baseline % to measure future performance.
2. Plan and conduct an annual Webelos Woods event in each district.
3. Closely track individual Webelos Scouts and record reasons for those not joining a troop.
4. Continue the 2-part patch program that recognizes Webelos Scouts attending Webelos resident camp, transition into Boy Scouts, and attendance at Boy Scout camp.

C. Achieve the National Standard for Cub Scout advancement (85 per 100 Scouts) and Boy Scout advancement (59 per 100 Scouts)

1. Increase Cub Scout and Boy Scout advancements by 25% each year until the national standard is met.
2. Plan and promote events such as the Merit Badge University to help stimulate advancement.
3. Conduct Life to Eagle Scout meetings in each district at least twice per year to inform Scouts and parents about the Eagle Scout process and procedures.

4. Assist packs in ensuring that all new Cub Scouts earn the bobcat award.
5. Utilize “charts that talk” to illustrate units not advancing for follow up by commissioners and advancement committees.
6. Conduct merit badge counselor training in each district at least once per year.

D. Achieve National Standard of 58% of top leaders trained.

1. Continue to offer leader essential and position specific training courses at a variety of locations and intervals throughout the year.
2. Review and devise a promotional plan for leaders needing training to include newsletter promotions, mailings, telephone and e-mail notices and other techniques. Explore alternatives to classroom training delivery (brown bag lunch, kitchen table training, etc.)
3. Expand supplemental training and advanced training experiences, including Youth Protection Training, BALOO, Outdoor Leader Skills (basic and advanced courses), Leave No Trace, Wood Badge and other courses.
4. Develop a Venturing training committee, and plan and offer basic training as well as supplemental and advanced courses such as Powder Horn and Kodiak.

E. Increase attendance at the Council’s camps:

- i) From 51.3% to 68% of registered 6/30 Boy Scouts in long-term camp

1. Improve camp marketing efforts to promote camp attendance. Utilize web for camp reservations.
2. Improve and modernize facilities to promote camp as a year-round destination. Maintain facilities that support winter and summer activities.
3. Expand high-adventure opportunities at camp. Better utilize Lake Perry for sailing, skiing, canoeing, etc. Provide daily transportation from Camp Jayhawk

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| <p>ii) From 38.6% to 49% of registered 6/30 Cubs Scouts in day camp, resident camp and family camp</p> | <ol style="list-style-type: none"> <li>4. Fund and implement Camp Staff Scholarship program to improve staff retention.</li> <li>5. Include equipment repair/replacement in the camp budget.</li> </ol>  |
| <p>iii) From 0% to 3% of registered 6/30 Venturers to Venturing camp</p>                               | <ol style="list-style-type: none"> <li>1. Improve camp marketing by developing a direct mail brochure for families, leaders and district Scouters.</li> <li>2. Continue plan to establish a council owned Cub Scout camp to support Cub Scout camping. Within framework of Cub Scout camping program, develop a family camping program.</li> <li>3. Develop long range plan for Cub Scout camping, including camp themes for camps over the next 5 years.</li> </ol><br><ol style="list-style-type: none"> <li>1. Develop Venturing camping opportunities at Camp Jayhawk. Incorporate elements of COPE, rappelling, aquatics, shooting sports and other high adventure programs that will attract Venturers to this opportunity.</li> <li>2. Plan and promote high adventure trips for Venturers, including BSA High Adventure Bases (Philmont, Sea Base, Sommers Canoe Base.)</li> </ol> |

## **Finance**

***Goal: Meet the needs of the council through growth in funding. This includes Friends of Scouting (FOS), United Way, Special event, capital, endowment and camping/activity income.***

Objective:

Strategies:

A. Grow and diversify funding sources.

1. Expand the Friends of Scouting campaign by 5% per year. Engage volunteers at all levels to help grow this income source.
2. Emphasize participation by Scouting families in the campaign. Develop recognition program for units that support above potential. Increase the average family gift.
3. Increase number of families participating in Family FOS campaign
4. Develop communication pieces that clearly explain the need and benefits to a strong FOS effort.
5. Increase camping income by increasing the number of Jayhawk Area Council troops camping at Camp Jayhawk. Promote the benefits of “staying at home” to JAC troops.
6. Grow income from Cub Scout camping by completing plans to develop a council-owned Cub Scout camping facility.
7. Increase the endowment fund by educating constituents of the opportunities and benefits of planned gifts to the JAC.

B. Revitalize Capital Campaign

1. Conduct “mini-feasibility study” to determine community support for this effort.
2. Review and, if necessary, revise plans for facility needs as determined by Executive Board, with input from Cub Scout Camping Committee and Properties Committee.

C. Practice sound financial controls.

1. Develop budgets using historical performance-based income expectations.
2. Budget for debt reduction over 3 years.
3. Explore potential of moving popcorn income to beginning of year from end of year.
4. Work closely with auditor and audit committee to ensure the council complies with all accounting procedures.

## **Scoutreach**

***Goal: Develop a plan to expand traditional Scouting programs to youth and families in the council's rural and low-income urban areas, and among all of the council's racial/ethnic/nationality population groups.***

Objective:

- A. Expand traditional Scouting programs to youth and families in the council's underserved urban areas.

Strategies:

1. Utilize paid, part-time staff to deliver Scouting programs in community centers, and then work to transition members of community center units into traditional units.
2. Utilize qualified minority college students to fill these positions, and provide a scholarship/stipend as compensation.
3. Develop emphasis on serving Latino youth and families in communities such as Emporia, with growing representation from this group.
4. Strengthen links with chartered organizations to create stronger ownership of programs.
5. Work to organize units in faith-based organizations where they are most likely to thrive and be sustainable over the long run.

B. Expand and support Scouting programs in the rural communities.

1. Increase market share in rural areas.
2. By January 2007 explore the benefits of forming a Rural Scouting Committee to help identify and better meet the needs of leaders, Scouts and families in rural communities.
3. Develop tools (online orders for merchandise, teleconferencing, etc.) to help increase access to council services and participation meetings and committees from rural areas.
4. Improve communication tools and techniques to better reach youth, families and leaders in the rural areas.

## **Membership**

*Goal: Serve youth in all age categories as represented in the population within the Council area.*

Objective:

A. Cub Scouts: Increase current density by 1% per year

Strategies:

1. Continued emphasis on traditional recruiting methods (School Night for Scouting, increase new opportunities to join) as well as non-traditional methods, e.g. spring recruiting for Tiger Cubs.
2. Identify and develop plan to market to specific audiences – e.g. home school and magnet school families, families where English is not spoken at home, etc by January 2007.
3. Market/communicate Scouting benefits to educators and school organizations (PTO, school board, etc.).
4. Better utilization of technology to market and inform families and the community about Scouting. Develop and implement plan by January 2007.

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| B. Boy Scouts: Increase current density by 2% per year                                       | <ol style="list-style-type: none"> <li>1. Continued emphasis on transition from Webelos Scouting to Boy Scouting</li> <li>2. Create stronger link between packs and troops, e.g. den chiefs, facilitating Webelos Leader and Scoutmaster communications, etc.</li> </ol> |
| C. Venturing: Increase density of 1% to 3% per year  | <ol style="list-style-type: none"> <li>1. Develop and implement marketing plan by January 2007.</li> <li>2. Plan and carryout 2-3 council-wide venturing events by January 2008.</li> </ol>  |
| D. Learning for Life / Exploring: Increase the number of youth served through these programs | <ol style="list-style-type: none"> <li>1. Identify the needs of teens, educators and families in rural communities and develop plan to match needs with resource, implement by January 2007.</li> </ol>  |

## **Marketing**

***Goal: Develop and implement an integrated community plan to strategically position the Council as a positive asset to children, families and communities.***

Objective:

Strategies:

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| A. Establish and develop positive relationship with customers and stakeholders | <ol style="list-style-type: none"> <li>1. Assess the relationship with each school in council to identify strategies and challenges.</li> <li>2. Increase visibility and positive relationships with civic groups, schools, churches, and other community based organizations.</li> <li>3. Expand proactive relations with the business community with futuristic plans in mind.</li> <li>4. Develop and employ a vehicle to communicate to every family in our communities by January 2007.</li> </ol> |
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B. Utilize available marketing resources to deliver Scouting message

1. Utilize technology to deliver and market the council's message (internet, newsletters, etc.).
2. Create and enhance partnerships with all local media outlets to enhance Scouting image. (radio, television, cable, newspapers). Identify and develop comprehensive list of all local media contacts and a mechanism for keeping current.
3. Explore new marketing ideas and channels as a means to communicate.
4. Support council and select district activities like the golf tournament, distinguished citizen's dinners, F.O.S. and other significant fundraising events.

C. Develop a public relations plan that will be flexible enough to respond to the changing needs of the council in metro and rural areas.

1. Establish ambassadors comprised of local leaders and supporters to regularly share positive messages about Scouting.
2. Identify new volunteers in target markets.
3. Produce and distribute a parent newsletter to all Scouting families once per year by January 2007.

## **Facilities**

***Goal: Operate a successful and highly visible accessible service center with sufficient adequate facilities to support all Council objectives***

Objectives:

- A. Develop a yearly routine maintenance budget of \$5,000 to \$10,000 for the Service Center.

Strategies:

1. Beginning for the 2007 budget insert routine budget item for maintenance at \$5,000 and increase by \$1,000 thereafter.

- B. Develop a yearly routine maintenance and improvement budget of \$50,000 to \$75,000 for Camp Jayhawk
  
- C. Budget approximately \$75,000 for the Service Center and \$250,000 for Camp Jayhawk over the next 3 years to perform critical repair, replacement and construction
  
- D. Within the next year, create a committee to analyze the need for more volunteer space and separate access at the Service Center.
  - 1. Establish a plan, budget and timeline for construction by January 2007.
  
- E. Become pro-active with computer hardware and software upgrades.
  - 1. Develop council technology plan that includes a yearly budget for technology upgrades.
  
- F. By January 2007, create a task force made up of Camping and Program committees to outline and forecast the needs for Boy Scout and Cub Scout camps.
  - 1. Use this analysis to define specific improvements and potential costs at Camp Jayhawk and Camp Hammond.