Long Range Strategic Plan
2017-2019

Be Prepared for an Even Brighter Future.

BOY SCOUTS OF AMERICA
JAYHAWK AREA COUNCIL
Mission
The mission of the Boy Scouts of America is to prepare young people to make ethical choices over their lifetime by instilling in them the values of the Scout Oath and 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.
A Message From the Chair...

Dear Scouting Supporter:

This document represents the culmination of many months of work by several groups of diverse individuals who came together to craft our road map for the next three years for the Jayhawk Area Council, Boy Scouts of America. They generously donated their time, talents, ideas, and innovations to create a plan to lead us into the future that is not only ambitious, but practical. This plan is also aligned to the National Strategic Plan and Scouting’s Journey to Excellence (JTE). The goal is to align units, districts, and council performance to maximize results in key performance areas that are directly related to producing a successful, growing, and sustainable Scouting program.

Your Jayhawk Area Council has an excellent track record for serving youth in Northeast Kansas. We now serve over 5,000 youth members within our eleven-county service area through the support of over 1,500 dedicated volunteers. Compared to other Scout councils in the country, we are amongst the nation’s leaders in camping attendance, market share, fiscal management, and trained volunteers. We have been recognized as a “Gold” status council and have one of the strongest non-profit executive boards in our area. Scouting continues to be one of the largest youth serving organizations in the country.

To continue this level of service, we have analyzed everything from infrastructure needs to program capabilities, to funding strategies to meet future demands. A changing population in demographics and residency compels us to evaluate our methods of delivery to ensure we provide the best and most appropriate programs while meeting the needs of our customers, both current and prospective Scouting families.

Our surveys and research told us that parents want their children to engage in programs that prepare them to make thoughtful, values-based decisions as they progress through their formative years. They want a program that gives their children an opportunity to become better prepared for life and to take pride in their community and country. Parents need opportunities to spend time with their children in quality, family-based activities. Scouting offers all of this and much more. The values of self-discipline, helping others, and participating as an active member of the community are key components of the Scouting program. Leadership skills developed during a child’s involvement in Scouting carry forward to adulthood.

This document provides the concepts and guidelines that are the building blocks for a strong future for our Council. In order to bring these ideals to fruition, your help is needed. The adult volunteers and 5,000 youth in the communities we serve make up the Jayhawk Area Council. It is the sum of all the parts that will allow us to continue the successes of our past while addressing the needs of the future.

Yours in Scouting,

Dr. Brenda Dietrich
Long Range Strategic Planning Chair
Scouting’s Journey to Excellence is the performance and recognition program for councils, districts and units to measure their performance against the Boy Scouts of America’s standards for excellence. The goal is to align unit, district and council performance to maximize results in key performance areas that are directly related to producing a successful, growing, and sustainable Scouting program (such as membership retention, financial strength, camping and advancement).

The purposes of Journey to Excellence are to encourage and reward success in districts, councils and units; measure performance versus process; and achieve Scouting’s mission of serving more youth with a higher-quality program.
The Jayhawk Area Council is a voluntary association of citizens, including representatives of organizations chartered by the Boy Scouts of America, to promote the Scouting program within a geographical area.

It is the council’s responsibility to provide leadership and supervision for all program activities within the territory covered by its charter in such a manner as to ensure compliance with provisions of the *Charter and Bylaws of the Boy Scouts of America* and the *Rules and Regulations of the Boy Scouts of America*.

The local council is an administrative organization charged with fulfilling the purpose of the movement. Scouting is a volunteer movement that operates with professional guidance. This plan divides the administration of Scouting into workable segments in terms of geography, volunteer personnel, finance, and professional guidance.

Four major functions help a council deliver the Scouting program: membership/relationships, finance, program, and unit service. These four functions and all other responsibilities are accomplished in each council in a manner that is influenced by local conditions and circumstances. How a council organizes to carry out and sustain this plan in the most efficient way is determined by its size, the resources available, its present structure, and other local factors.

The Jayhawk Area Council is chartered to serve community organizations and involve an increasing number of youth in the quality programs of Cub Scouting, Boy Scouting, Varsity Scouting, Sea Scouting, Venturing, Exploring, and Learning for Life.

Council membership growth occurs in five ways. All are needed for healthy growth:

1. Organizing new units
2. Recruiting new members to existing units
3. Guiding program transition
4. Reorganizing dropped units
5. Increasing tenure—more youth returning annually

It is a basic purpose of the Jayhawk Area Council to provide every eligible youth the opportunity to join a Scouting program that best meets the youth and family’s needs.
The Administration Focus Group was tasked with looking at our infrastructure to determine if any improvements are needed to better meet the needs of those we serve. This task included facilities and the way we have structured our operating committees, districts, and staff. Two key areas were identified that we felt needed to be addressed.

**Upgrade the technology capacity of the Rolley Scout Service Center to include video conferencing, distance learning, and electronic information displays to better serve our volunteers, Scouting families, and the general public by 2018. JTE #1, 16 & 18**

- July 2017 - Conduct a study to determine ways to best utilize the Rolley Scout Service Center as a resource, administrative, meeting and training facility.
- December 2017 - Implement video conferencing to be used for leader and youth training sessions, executive board meetings, operating committee meetings, and general communication to our volunteer leaders and membership.
- December 2017 - Install an electronic information board to be displayed in the lobby area to advertise and educate customers at the Jayhawk Scout Shop of upcoming opportunities.
- December 2018 - Create a video conference resource library that can be accessed by the general membership.

_We will measure our success through the completion of the tasks listed above._

**Grow and strengthen the district and council committees by increasing the number of effective volunteers serving in those capacities to adequately deliver quality programs to the entire service area by July 2018. JTE #13, 16 & 17**

- July 2017 - Form a committee to review the current structure of districts and make any recommendations for changes to the executive board for approval. Consideration should be given to staff and volunteer structures in order to better serve unit leadership.
- February 2018 - Set a proposed timeline based on any approved recommendations for implementation.

_We will measure our success by the number of registered council and district volunteers annually._
The Finance and Development Focus Group was tasked with creating a sustainable fiscal plan for the Jayhawk Area Council. This included an in depth look at our current funding sources, identifying potential new funding sources, and looking toward future needs. The focus group identified the following areas to address.

Increase the funding resources of the Jayhawk Area Council through direct contributions and product sales to support annual operating expenses by December 2019. JTE #1 & 2

- Raise the average gift received through the Friends of Scouting (FOS) campaign by $7.00 each year as well as increase and maintain a FOS donor pool of 1,000 individual contributors.
- December 2019 - Increase the net contributions received through the Council Popcorn Sale to $270,000 through growing the number of youth served in Cub Scout programs to 2,400.
- December 2019 - Raise the net return of each special event to 70% by evaluating the effectiveness of each event, identifying ways to better monetize current events, and determining the number and timing of each event.

We will measure our success by the % growth in direct contributions, net popcorn sale, and net special events lines in operating fund.

Define and initiate a major gifts campaign to support capital improvements and endowed support of the Jayhawk Area Council by December 2017. JTE #2 & 3

- June 2017 - Through the assistance of the Program, Properties and Endowment committees, develop a list of facility and program resource needs of the Jayhawk Area Council.
- December 2017 - Conduct a feasibility study to determine the potential for a major gifts campaign to address the identified needs.
- January 2018 - Set goals, develop a time line and kick off a major gifts campaign to end in 2020 with identified follow-up targets for major donors.

This goal was based on input from multiple focus groups. Success will be measured by the completion of the tasks listed above. Depending of the outcomes of those tasks, additional tasks may be needed.
The Jayhawk Area Council has a fairly engaged and diversified executive board. The previous long range plan addressed areas of geographic, age, gender, and racial diversity. The Leadership & Governance Focus Group looked to build upon the successes of the previous plan and address two areas.

Create the strongest, most engaged governing board of any non-profit organization in the Jayhawk Area Council service area as evidenced by participation, funding support, and community perception by February 2018. *JTE #16*

- June 2017 - Form committee to review current structures, roles, and expectations of Council Members at Large, Executive Board, Executive Committee, Advisory Board and the Key 3. Make any recommendations to the Executive Board.
- Fall 2017 - Hold a board retreat to help educate board members of their roles and responsibilities. Determine the frequency of future retreats.
- July 2017 - Conduct annual surveys of board members to assess the governance knowledge. Based on those surveys, create a series of training modules to be conducted during three board meetings annually.
- February 2018 - Through the annual nominating committee process, use any adopted recommendations to identify and recruit individuals representing a cross-section (age, gender, geographical, and ethnicity) of the Jayhawk Area Council service area.
- February 2018 - Enhance the communication between the executive board, district committees, Chartering Organization Representatives and units through fireside chats, board member attendance to district and unit functions, and assist with district activities as needed.

The Jayhawk Area Council will conduct annual surveys of its board members to measure board knowledge and track the attendance of board members to ensure active participation.

Develop a stronger engagement of Chartering Organization Representatives as voting members of the Executive Board by February 2019. *JTE #18*

- June 2017 - Send welcome letters to all Chartering Organization Representatives clearly stating their roles and invite them to attend council and district meetings.
- December 2018 - Develop a series of feedback opportunities for Chartering Organization Representatives to help understand what support they need for their role.
- January 2018 - Provide regular training opportunities for Chartering Organization Representatives and assist in the promotion of attending the training.

We will track the number of Chartering Organization Representatives that are trained and % attending Executive Board meetings.
The Marketing Focus Group was tasked with developing a marketing plan that addresses the needs of all the other focus groups. With this in mind, the goal that we set has parts of all the focus groups. It is important for the Jayhawk Area Council to improve its ability to effectively communicate its successes and impacts to current and prospective Scouting families as well as the communities it serves.

**Leverage Scouting’s core values to enhance our image to retain and attract Scouts and their families by effectively communicating with current and prospective donors and generating broad community awareness of the variety of Scouting programs.** *JTE #2, 4, 5, 6, 7, 10 & 11*

- April 2017 - Identify and solicit key industry volunteers to serve on a marking committee lead by a marketing chair to executive strategies of the Marketing Plan.
- June 2017 - Through a series of focus groups, develop a multi-year marketing plan to address the following areas:
  - Retention of existing Scouts and families through communication with parents as current and potential volunteer leaders.
  - Recruitment of new Scouts and families for the 2017 Join Scouting Nights with an increased focus on Exploring and Venturing.
  - Enhancement of current and creation of new media partnerships.
  - Position Camp Jayhawk as a 6-year summer camp program for Scouts through marketing.
  - Other items identified by the focus groups.
- August 2017 - Create and distribute a Semi-Annual Donor Newsletter for all donors.
- October 2017 - Institute a plan to better recognize large donor levels publically.
- March 2018 - Create a broad community awareness of the variety of Scouting programs through a “Top of Mind” awareness campaign based on focus group feedback.

*While it is challenging to gauge the full impact of marketing efforts, we will measure % youth retention, # new youth, # older Scouts attending camps as ways to determine if we are having the desired impact. We will also look to number of impressions and overall community awareness of our impact on the community.*
It is the role of the Jayhawk Area Council to provide quality council and district level programs that enhance but not supersede quality unit programming. Quality unit programming is essential to retention of youth and leaders. The council operating committees must provide the necessary support to ensure unit leadership is trained and implementing a program that helps encourage advancement in Scouting by the youth in their unit. Furthermore, the Jayhawk Area Council must have quality events and facilities to support units and their families.

**Increase the usage of Falley Scout Reservation by Jayhawk Area Council Scouts by 15%, out-of-council Scouts by 10% and community organizations by 20% by 2019. JTE #10 & 11**

- Summer 2018 - Develop and implement one new high adventure program directed toward Scouts 14 and older. (Potential candidate programs: ATV, PWC, Motor boating/Water Sports, and Mountain Biking.)
- Summer 2018 - Identify and launch new “Outpost” activity.
- Summer 2018 - Enhance STEAM programs offered for both Boy Scouts and Cub Scouts.
- Summer 2019 – Continue investing in new program features and promote Camp Delaware summer programs for Cub Scouts. (Potential feature: splash/water feature.)
- Summer 2019 - Develop better support for non-BSA users by organizing a “Hospitality Team” to support non-traditional events and usage.
- Coordinate with marketing committee on camp promotion for both in-council and out-of-council units as well as community organizations.

*We will track the # of camper nights and the # youth and adults attending summer programs.*

**Promote and provide more intensive support for Cub Scout packs as they implement the new advancement program as a tool to increase retention of youth by 2019. JTE #8 & 9**

- June 2017 - Partner with district commissioner staffs to assess the strengths and weaknesses of each Cub Scout pack in the council and work with the council and district training committees to form a traveling SWAT team to visit units and provide specialized support.
- December 2017 - Partner with district commissioner staffs to ensure Cub Scout packs in need are receiving necessary support from the council and district program operating committees.
- Spring 2018 – Create a Cub Scout focused spring event that could be used for summer camp promotion and recruiting similar to Cub Adventure Day.

*We will track the number of Cub Scouts earning a rank advancement and retention % of youth in our Cub Scout programs.*
Develop and implement a “council-wide” signature annual community service event by 2018 with a goal of 33% of all Jayhawk Area Council units participate in 2018 and 50% in 2019.  _JTE #12_

- April 2017 - Form a committee to develop a list of potential events, present the options at district roundtables to gauge unit support and select one event for approval by the June 2017 Executive Board meeting.
- October 2017 - Partner with the council marketing committee for community recognition and partnership support as needed.

_We will track the number of youth that participate in this event as well as the number of Scout units that choose to participate._

While the Jayhawk Area Council has experienced growth for the past few years, the Membership Focus Group believe that our role as Scouters is to provide the opportunity for every available youth to join a quality, Scouting program. It is also recognized that it is easier to grow Scouting when you retain those that have joined. Studies show that while Scouting can have an immediate impact, those that stay in Scouting for five years or greater do better in school, take on leadership roles, and volunteer in their community at a much higher rate than those never involved in Scouting. Therefore, the focus group identified the following areas to increase the number of youth served by Scouting.

**Achieve a net 3% increase in the total traditional youth membership in the Jayhawk Area Council by 2019.  _JTE #4, 5, 6 & 7_**

- December 2019 - Improve the retention rate from 70% to 75% through strong unit, district and council programs. (Benchmarks = 71% in 2017, 73% in 2018, and 75% in 2019.)
- December 2019 - Increase the number of units (packs, troops, teams, crews, clubs, and posts) by a net of 18 with an increased focus on Explorer Posts, Venture Crews and Cub Scout Packs. (Benchmarks = 163 in 2017, 169 in 2018, and 175 in 2019.)
- December 2019 - Increase the ethnic diversity of the Jayhawk Area Council membership by focusing on underserved areas in Emporia and Topeka.
- Increase the number of Tiger Cubs to serve 400 youth annually. (Benchmarks = 325 in 2017, 375 in 2018, and 400 in 2019.)

_Our success will be measured by the number of youth that are registered in Scouting, the number of units organized and the % of retention of those recruited._
The Unit Service Focus Group was made up of individuals from our council and district commissioner staffs. These individuals are directly involved in unit service and are a front line to the success of our unit volunteers by providing guidance and support for training, program planning, and promotion of council and district activities. The focus group also looked at what ways the usage of current technology could help support units.

**Improve the overall effectiveness and delivery of district roundtables resulting in an increase of unit participation by 20% each year. JTE #14 & 15**

- August 2017 - Research and develop alternate roundtable formats that address challenges in participation related to geography and travel.
- September 2017 - Integrate technology of free video and audio conferencing to improve participation, communication, training and other key areas based on district need.
- December 2017 - Increase use of technology in training modules for distance learning opportunities.
- February 2018 - Through strong program planning by the roundtable staff, develop a robust agenda that will attract attention, encourage participation, and improve learning.
- May 2018 - Research and share best practices of other districts both in-council and out-of-council.

*We will track the # units attending and the total attendance for each roundtable.*

**Publish monthly district communications piece from the District Commissioner to all unit Key 3’s by the third week of each month to better inform unit leadership of available programs by 2018. JTE #15**

- June 2017 - Council Commissioner Cabinet will develop a template for each district to follow.
- August 2017 - District Commissioners will begin distributing communication piece.

*The number of publications produced will be the measuring tool.*
Improve the relationship and effectiveness of unit commissioners in providing quality assistance to the Jayhawk Area Council units by 2019. JTE #14 & 15

- December 2017 - Through the Commissioner Cabinet, develop a recruitment, retention and training program to increase the number of unit commissioners to reach 25% more units each year with an assigned unit commissioner.
- December 2017 - Through the Commissioner Cabinet, develop a system to adequately track unit health in the areas related to Journey to Excellence criteria such as training, attendance to outdoor programs, advancement, recruitment, retention and succession planning of unit leadership.
- March 2018 - Based on the above assessments, work with the unit leadership in each unit identified as most “at-risk” to develop a plan to become a stable and growing program.
- December 2019 - Increase the number of visits to unit activities to eight (8) per year and log those visits in the Commissioner Tools program.

Success will be measured by the # registered unit commissioners, # of unit visits by unit commissioners and, commissioner-unit ratio for each district.
Dr. Brenda Dietrich, Committee Chair

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The Jayhawk Area Council’s Executive Board voted to adopt the 2017-2019 Long Range Strategic Plan at the December 2016, Executive Board Meeting.