



# **EAST CAROLINA COUNCIL**

## STRATEGIC PLAN

GOAL-STRATEGY-OBJECTIVE-TACTIC

(G-S-O-T)

CHARTS





# EAST CAROLINA COUNCIL 2016-2020 STRATEGIC PLAN ~ GOAL 1

ADMINISTRATION

REV: 17MAR2016

GOAL	STRATEGY(s)	OBJECTIVES(s)	TACTIC(s)	ACTION ASGND
<b>1</b> Create an organizational structure that will support the growth of Scouting in the East Carolina Council.	1A - Organize the Council into districts so that no District Executive serves more than one district.	Complete by JANUARY 2018	1A-1: Staff all Districts with a dedicated DE.	
	1B – Leverage para-professionals to augment the professional staff as needed to support goals.	Complete by SEPTEMBER 2017	1B-1: Use para-professionals in the following capacities to improve the council’s performance in meeting Journey to Excellence Standards: <ul style="list-style-type: none"> <li>a. To provide enhanced training opportunities at the Hodges Training Center (course fees shall be adjusted to off-set salaries of part-time staff).</li> <li>b. To lead activities to support training and camping goals (activity fees shall be adjusted to offset salaries of part-time staff).</li> <li>c. To ensure quality service in support of districts with more than 50 units as needed to maintain quality as FOS funds permit.</li> </ul>	
	1C - Hire a Finance Development Director for the Council.	Complete by JANUARY 2017	1C-1: Hire a Finance Development Director for the Council who will: <ul style="list-style-type: none"> <li>a. Develop tools, materials, and training to support district FOS campaigns.</li> <li>b. Assist District Executives in recruiting high caliber campaign leadership.</li> <li>c. Provide leadership to council FOS campaigns, endowment campaigns, capital gifts, cultivating larger gifts, and special events.</li> <li>d. Work with the council fund raising committee.</li> </ul>	
	1D – Conduct annual District Planning	Complete by AUGUST 2016 (initial) and annual thereafter	1D-1 - Each district shall hold an annual planning workday to: perform an annual self-assessment; set goals, develop programs and create an annual calendar for the next scouting year; develop district leadership success plans; explore ways to enhance Journey to Excellence scores; etc.	

# EAST CAROLINA COUNCIL

## 2016-2020 STRATEGIC PLAN ~ GOAL 1

1E - Monitor staff and volunteer recruitment, training, retention and advancement to ensure Council leadership excellence and continuity.	Complete by JUNE 2016	1E-1: The Council President will annually appoint a council board member from outside the district to serve as an advisor and liaison to each District Nominating Committee. Each Nominating Committee will: <ul style="list-style-type: none"> <li>a. Have at least ten members.</li> <li>b. Include minority community members.</li> <li>c. Follow BSA procedures.</li> <li>d. Work to provide diverse membership in programs, geography, gender, ethnicity, age, and skill sets.</li> </ul>	
	Complete annually each AUGUST (2016, 2017, 2018 and 2019)	1E-2: Recruit and engage four new Council Board Members annually to reflect the ethnic and generational diversity of the council.	
	Complete annually each AUGUST (2016, 2017, 2018 and 2019)	1E-3: Recruit and engage two new Committee Members for each District annually to reflect the ethnic and generational diversity of the district.	
1F – Enhance Council support for Venturing and Exploring	Complete by JANUARY 2017	1F-1: Recruit two Council Executive Board members --- one to chair a Council Venturing Committee and one to chair a Council Exploring Committee with emphasis on support member ship development, program support and training support for each of these Scouting programs.	
1G – Enhance Council support for camp promotion.	Complete by JANUARY 2016	1G-1: Recruit a Council Executive Board Member to provide leadership for the year-round use of all camp properties.	



# EAST CAROLINA COUNCIL 2016-2020 STRATEGIC PLAN ~ GOAL 2

**FINANCE**  
REV: 17MAR2016

GOAL	STRATEGY(s)	OBJECTIVES(s)	ACTION ASGND
<b>2</b>  Build and implement a financially sustainable funding model to sustain the growth of Scouting.	2A - Increase annual Friends of Scouting contributions.	Increase annual Friends of Scouting contributions: a. \$685,000 (2016) b. \$700,000 (2017) c. \$715,000 (2018) d. \$732,000 (2019) e. \$750,000 (2020)	
	2B - Increase the size of the endowment.	Increase the council endowment by \$11 million by JANUARY 2020.	
	2C - Increase council popcorn sales.	a. Increase annual popcorn sales as follows: • \$721,000 (2016) • \$743,000 (2017) • \$765,000 (2018) • \$788,000 (2019) • \$810,000 (2020) b. Increase the average sales per Scout from \$63 to \$100 c. Increase participating units from 46% to 60%.	

# EAST CAROLINA COUNCIL

## 2016-2020 STRATEGIC PLAN ~ GOAL 2

		<b>d. Increase the percentage of Scouts selling to 70%.</b>		
	<b>2D - Create one new major council fund raising event.</b>	<b>Complete by OCTOBER 2017</b>		



# EAST CAROLINA COUNCIL 2016-2020 STRATEGIC PLAN ~ GOAL 3

**MARKETING**  
REV: 17MAR2016

GOAL	STRATEGY(s)	OBJECTIVES(s)	TACTIC(s)	ACTION ASGND
<p style="text-align: center;"><b>3</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Drive awareness and interest in Scouting programs in the East Carolina Council through innovative and targeted communications that reach all generations</p>	<p><b>3A - Establish a council marketing committee.</b></p>	<p><b>Establish a council marketing committee by JANUARY 2016</b></p> <p><b>Assign an engaged staff advisor by JANUARY 2016</b></p> <p><b>Begin quarterly meetings by MARCH 2016</b></p> <p><b>Establish sub-committee for social media by AUGUST 2016</b></p> <p><b>Establish Sub-committee for traditional media by JANUARY 2017</b></p> <p><b>Recruit professional journalists to join the committee by DECEMBER 2017</b></p> <p><b>Create media internships with local colleges and universities by JANUARY 2018</b></p>	<p><b>3A-1: Develop and implement plans to stand-up committee and achieve objectives.</b></p>	

# EAST CAROLINA COUNCIL

## 2016-2020 STRATEGIC PLAN ~ GOAL 3

	Beginning JANUARY 2019	3A-2: Annually evaluate the progress of the marketing committee on the strategic goals	
	Beginning JANUARY 2017	3A-3: Utilize all social media platforms that are trendy with youth and their parents.	
3B - Engage Scouts and units in contributing to social media marketing.	Complete by JANUARY 2017	3B-1: Develop and implement plan.	
3C - Create and fund a marketing budget.	Complete by AUGUST 2016	3C-1: Develop an annual marketing budget.	
	Complete by MAY 2017	3C-2: Fund Go-Pro cameras for use by units at camp.	
3D - Ensure marketing materials are diverse in race and gender.	Complete by JANUARY 2017	3D-1: Guidelines shall be developed by the Council Marketing Committee.	
3E - Develop a marketing plan that adopts the national marketing messages/materials and follows BSA social media guidelines.	Complete by MAY 2016	3E-1: Adopt the national marketing messages, materials and social media.	
3F - Develop professional marketing materials anyone can use.	Complete by JUNE 2018	3F-1: Develop a process for taking photos and videos of Scouts at camp and post to social media during the event. (May 2017) a. Recruit a volunteer to establish and manage a central repository. b. Develop a camp use survey for Scouts and Scouters. c. Collect emails of parents for sharing videos and photos.	
	Complete by JUNE 2018	3F-2: Develop readymade, professional looking messages (public service announcements, videos, social media posts) that are specific to our Council that Scouts and parents can use and share.	
3G - Provide marketing materials at units at the Council Program Kickoff	Complete by AUGUST 2016	3G-1: Provide marketing materials at units at the Council Program Kickoff: a. Templates for Eagle Scout announcements. b. Press releases for unit activities.	
3H - Marketing/Communications Director	Complete by JUNE 2018	3H-1: Hire a marketing/communications director to work with the Council Marketing Chair to achieve the objectives of the strategic plan.	

# EAST CAROLINA COUNCIL

## 2016-2020 STRATEGIC PLAN ~ GOAL 3

<p><b>3I – Expand outreach to include new ethnic, generational and geographic groups of people.</b></p>	<p><b>Complete by JUNE 2018</b></p>	<p><b>3I-1: Develop ways to invite and include the following groups:</b></p> <ul style="list-style-type: none"> <li>a. Hispanics (11.3% of the ECC population)</li> <li>b. African Americans</li> <li>c. Millennials (29% of the ECC population)</li> <li>d. Rural</li> </ul> <p><b>3I-2: Invite families and friends to attend events to “test drive” Scouting.</b></p> <p><b>3I-3: Incorporate Spanish language speakers in all Hispanic outreach initiatives</b></p>	
<p><b>3J – Provide marketing support within district team</b></p>	<p><b>Complete by JUNE 2016</b></p>	<p><b>3J-1: Recruit district marketing chairs to increase awareness of Scouting via social media, print media, etc.</b></p>	





# EAST CAROLINA COUNCIL 2015-2020 STRATEGIC PLAN ~ GOAL 4

**PROGRAM**  
REV: 17MAR2016

GOAL	STRATEGY(s)	OBJECTIVES(s)	TACTIC(s)	ACTION ASGND
4 Create and enhance compelling activities and programs for youth and their families in the East Carolina Council.	4A - Create and enhance activities.	Complete by MAY 2016	4A-1: Evaluate current Boy Scout activities and change/implement new activities as needed based on an assessment of their effectiveness.	
		Complete by JULY 2016	4A-2: Determine facility needs (COPE, climbing, etc.), incorporate requirements into the capital/major gifts campaign, and work with Council Properties Committee to implement needed program facilities.	
		Conduct one cub scout activity per month by JANUARY 2017	4A-3: Develop and implement annual events plan which couples a training opportunity with each event where possible and provides for the attendance of leaders with children.	
	4B – Focus on advancement --- increase the number of Scouts advancing through the Scouting program from Bobcat to Eagle Scout.	Complete by DECEMBER 2017	4B-1: Develop/implement programs to ensure that Bobcat rank advancement will equal the Cub Scout retention percentage (currently ~ 68%).	
		Advancement goals by DECEMBER 2018:	4B-2: Develop/implement programs to achieve the following advancement objectives. a. Cub Scouts – increase rank advancement from 60% to 75% or GOLD JTE. b. Boy Scouts – increase rank advancement from 25% to 30% or GOLD JTE.	
		Complete by APRIL 2018	4B-3: Strengthen the implementation Webelos-to-Scout Transition program Develop/implement a program, in general, develop/implement a program to ensure that all troops conduct at least two joint activities with a Webelos den, one of which is a parent orientation and camp promotion meeting (Currently 14% of troops do not conduct events with Webelos as measured by troop JTE scorecards).	

# EAST CAROLINA COUNCIL

## 2015-2020 STRATEGIC PLAN ~ GOAL 4

4C - Increase camping --- put more "outing" in Scouting!	Increase percentage of troops attending ECC Summer Camp as follows: <ul style="list-style-type: none"> <li>•33% (2016)</li> <li>•36% (2017)</li> <li>•40% (2018)</li> <li>•45% (2019)</li> <li>•50% (2020)</li> </ul>	4C-1: Develop/implement programs to achieve camping objectives.	
	Complete by SEPTEMBER 2020	4C-2: Develop/implement programs to increase Pamlico Sea Base attendance by 25%.	
	Complete by SEPTEMBER 2020	4C-3: Develop/implement programs to increase Troops having weekend campouts at least 7 times per year from 81% to 91% as measured by unit JTE records.	
4D - Train more youth and adult leaders.	Complete by DECEMBER 2018	4D-1: Create a tracking system for adult Award Knots and use to evaluate and enhance adult training participation.	
	Increase trained leaders with Leader Specific Training from 43.8% to 63.8% by DECEMBER 2018	4D-2: Develop/implement programs (incorporate new methods, schedule, promote, and track) to meet plan objective.	
	Conduct six Introduction to Outdoor Leader Skills (ITOLS) courses per year throughout the council by DECEMBER 2018	4D-3: Develop/implement (schedule, staff, and promote) programs to achieve training objective. Scheduling note --- when practicable schedule training with a Cub Scout activity and provide an activity for the children of parents.	
	Each troop and crew has one National Youth Leader Training course (NYLT) trained Scout annually by December 2019	4D-4: Develop/implement (budget, schedule, staff and promote) programs to achieve training objective.	

# EAST CAROLINA COUNCIL

## 2015-2020 STRATEGIC PLAN ~ GOAL 4

	Each pack has three Basic Adult Leader Outdoor Orientation (BALOO) trained leaders per pack by DECEMBER 2019	4D-5: Develop/implement programs to achieve training objective. Scheduling note --- when practicable schedule training with a Scout activity and provide an activity for the children of parents.	
	263 more ECC adult leaders, an average of one adult per unit, will complete Wood Badge by DECEMBER 2020	4D-6: Develop/implement programs to achieve training objective.	
	Conduct two Powder Horn courses in the council by DECEMBER 2020	4D-7: Develop/implement programs (budget, identify Course Director, staff, schedule and promote) to achieve training objective.	
	Increase the adult Youth Protection Training (YPT) percentage as follows: <ul style="list-style-type: none"> <li>•92% (2016)</li> <li>•94% (2017)</li> <li>•96% (2018)</li> <li>•98% (2019)</li> <li>•100% (2020)</li> </ul>	4D8: Develop/implement programs to achieve training objective. <ul style="list-style-type: none"> <li>a. Appoint a YPT Champion for Council and each District.</li> <li>b. Review Council policy and procedures and enhance where needed.</li> <li>c. Improve YPT visibility.</li> <li>d. Provide “live training” options either standalone or as an adjunct to other training programs.</li> <li>e. Include YPT as an integral part of the new unit organization process.</li> <li>f. Increase emphasis on YPT during the recruiting of new leaders.</li> </ul>	



# EAST CAROLINA COUNCIL – REV 20 JAN 2016

## 2016-2020 STRATEGIC PLAN ~ GOAL 5

**PROPERTIES**  
REV: 17MAR2016

GOAL	STRATEGY(s)	OBJECTIVES(s)	TACTIC(s)	ACTION ASGND
Plan for, develop, utilize, finance, and maintain the finest facilities in the Boy Scouts of America for use by the Scouts and families in the East Carolina Council.	5B - Develop properties with the desires of users and future users in mind.	Complete by JANUARY 2016	5B-1: Adopt a policy making the primary criterion for program-related property additions are those that create FUN for users!	
		Complete by JANUARY 2016	5B-2: Give highest priority to additions that support programs and appeal to all areas of Scouting (Cub Scouts, Venturers, Boy Scouts)	
		Complete by SEPTEMBER 2016	5B-3: Conduct annual focus groups on the likes / dislikes of youth, leaders, and parents to determine camp improvements and operational priorities.	
	5C - Improve the use and financial viability of council properties.	Complete by MAY 2017	5C-1: Increase the use of technology in the Council Service Center to improve efficiency and minimize travel of volunteers and staff.	
		Completion dates within the Council: <ul style="list-style-type: none"> <li>• Pamlico Sea Base - APRIL 2016</li> <li>• Camp Boddie - APRIL 2016</li> <li>• Camp Charles - SEPTEMBER 2016</li> <li>• Camp Sam Hatcher - AUGUST 2016</li> <li>• Camp Bonner North - JUNE 2016</li> </ul> Complete date outside the Council OCTOBER 2016	5C-2: Aggressively market all camp properties to increase attendance and year-round utilization.	
		Complete by JUNE 2017	5C-3: In conjunction with the marketing and program committees, take actions to increase attendance at summer camps by East Carolina Council units. Increase the number of weeks of operation as needed to accommodate the increases.	

**EAST CAROLINA COUNCIL – REV 20 JAN 2016**  
**2016-2020 STRATEGIC PLAN ~ GOAL 5**

5D - Develop financial resources to sustain properties in support of programs.	Complete by NOVEMBER 2016	5D-1: Develop and implement a policy to ensure on an ongoing basis, make capital improvements a regular part of the annual Council budget.	
	Complete by NOVEMBER 2017	5D-2: Develop and implement a policy to ensure on an ongoing basis, establish and contribute to a capital asset replacement fund to provide for foreseeable replacement needs.	
	Conduct capital campaign during JANUARY 2018 – DECEMBER 2020 (3-year Campaign)	5D-3: Conduct a capital campaign to fund the near term (ten-year) needs of the council as determined by the master property plan. a. Include 10% contingency fees for all new construction. b. Add to the endowment 15% of each facility’s cost to fund the annual maintenance.	
	Complete by DECEMBER 2016	5D-4: Develop and promulgate Council policy to ensure financial gifts for donor-named properties comply with the master plan.	
5E - Appropriately operate and maintain all properties.	Complete by SEPTEMBER 2016	5E-1: Re-evaluate and update as appropriate all fee structures. a. Develop an annual income / expense report, by property that includes all property- related items to provide the true cost of operating each property. b. Update the fee system for rental and use of council properties and equipment consistent with the cost of operations, competition, and ability of users to pay. c. In conjunction with the program committee, review the fee structure for summer camp programs.	
	Complete Camp Master Program by MARCH 2017 Complete Service Corps by MARCH 2017	5E-2: Create a corps of volunteers to operate and maintain camps: a. Create a Camp Master Program (CMP) to assist with program operations on properties. b. Create a service corps (SC) to assist with facility maintenance.	
	Complete by DECEMBER 2016	5E-3: Create and maintain a single, safe repository for all architectural plans, designs, layouts, and proposals for property development. Include all previous documents.	
	Completion schedule: •Develop Plan by NOVEMBER 2016 •Funding Model by	5E-4: Develop an annual maintenance plan, including deferred maintenance. a. Develop and implement a funding model for the plan.	

EAST CAROLINA COUNCIL – REV 20 JAN 2016  
 2016-2020 STRATEGIC PLAN ~ GOAL 5

		<b>JANUARY 2018</b>		
		<b>Complete by MAY 2017</b>	<b>5E-5: Develop standard operating procedures for operations and maintenance of all properties that are consistent and able to be used by anyone, and not dependent on the skills of specific personnel.</b>	
		<b>Complete by JUNE 2016 (update annually thereafter)</b>	<b>5E-6: Create and maintain an electronic inventory of all council properties, facilities, and infrastructure.</b>	



# EAST CAROLINA COUNCIL 2016-2020 STRATEGIC PLAN ~ GOAL 6

**MEMBERSHIP**  
REV: 17MAR2016

GOAL	STRATEGY(s)	OBJECTIVES(s)	TACTIC(s)	ACTION ASGND
<b>6</b>  Recruit and retain Scouts and families that match the demographics of the communities in the East Carolina Council.	<b>6A - Reduce attrition of Scouts and adult leaders.</b>	<b>Youth retention targets:</b> <ul style="list-style-type: none"> <li>•69% - 2016</li> <li>•71% - 2017</li> <li>•73% - 2018</li> <li>•75% - 2019</li> <li>•77% - 2020</li> </ul>	<b>6A-1: Develop/implement a plan to increase the retention rate of youth.</b>	
		<b>Complete twice annually: JANUARY and JUNE of each year</b>	<b>6A-2: Review Voice of the Scout feedback twice annually. Use feedback to provide recommendations to improve program to appropriate committees.</b>	
		<b>Milestones:</b> <ul style="list-style-type: none"> <li>•DESIGN – AUGUST 2016</li> <li>•Implement at District Roundtables – SEPTEMBER 2016</li> <li>•Implement at University of Scouting – AUGUST 2016</li> </ul>	<b>6A-3: Work with the Program Committee to develop training to educate Cub Scout Leaders and to increase their day-to-day support (i.e., “Cub Scouts for Dummies” --- weekly meeting plans resource provided in the new Cub Scout Leader Guide).</b>	
		<b>Complete by NOVEMBER 2016</b>	<b>6A-4: Recruit a Webelos-to-Scout transition chairperson in each district.</b>	
		<b>Complete by JANUARY 2016</b>	<b>6A-5: Promote advanced Scouting programs (high adventure bases, jamborees, etc.</b>	

# EAST CAROLINA COUNCIL

## 2016-2020 STRATEGIC PLAN ~ GOAL 6

6B - Achieve consistent growth through effective recruiting with a strong focus on outreach.	Complete by FEBRUARY 2016	6B-1: Annually identify and assess all units and assist those in need of help on year-round recruiting.
	SEE NOTE 1 BELOW	6B-2: Leverage all resources of the Council to achieve membership goals.
	Complete by JUNE 2016	6B-3: Recruit and train district membership teams consisting of unit membership chairs from each unit to support fall recruiting and year-round recruiting.
	Complete by JUNE 2018	6B-4: Start one new unit (pack, troop, crew, post, or ship) in each underserved district.
6C - Expand the number of youth served through a comprehensive approach to diversity in reaching underserved markets.	<ul style="list-style-type: none"> <li>•Complete expansion by DECEMBER 2018</li> <li>Complete STEM “in a box” by JUNE 2016</li> <li>Complete 2<sup>nd</sup> year STEM “in a box” by JUNE 2017</li> <li>•Add one STEM unit in each District in the following years: 2018, 2019 and 2020</li> </ul>	6C-1: Expand the Multicultural STEM program to every district. (December 2018)
		a. Create a detailed weekly syllabus and first year program materials (“STEM in a box”)
		b. Create a second year detailed weekly syllabus different from the first year.
		c. Organize new multicultural STEM units in 2018, 2019, ad 2020.

**NOTES:**

**1. TACTIC 6B-2 OBJECTIVE:**

GOAL COMPLETION BY YEAR ENDING	TRADITIONAL SCOUTS	EXPLORING	TOTAL
2016	6992	162	7154
2017	7132	165	7297
2018	7275	169	7443
2019	7420	172	7592
2020	7568	176	7744