

Capitol Area Council -- Boy Scouts of America
Strategic Plan
2019-2024

EXECUTIVE SUMMARY

Mission: The Capitol Area Council delivers programs of the Boy Scouts of America throughout its assigned counties in Central Texas, inspiring all eligible youth to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law:

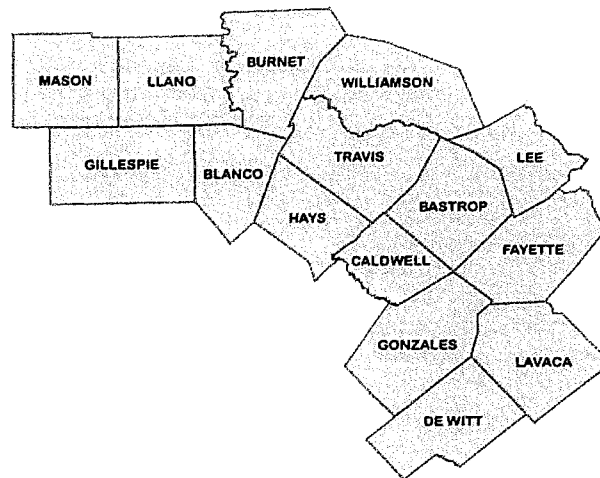
Bastrop
Blanco
Burnet

Caldwell
DeWitt
Fayette

Gillespie
Gonzales
Hays

Lavaca
Lee
Llano

Mason
Travis
Williamson



Vision: The Capitol Area Council will become the preferred partner parents chose to develop strong character and leadership skills in the youth of our fifteen county territory. Their participation will grow faster than both the National BSA and the population in our area, doubling by 2025. Hallmarks of our vision include:

- World class leadership, experiences, facilities, and programs
- Programs so attractive that parents and youth inspire their friends to come along
- Enthusiastic youth engagement evidenced by high levels of retention and advancement
- Financial discipline and annual revenues exceeding needs with endowment growth
- Timely and effective support to units

Strategic Objectives:

1. *Ensure the value of Scouting and its programs are widely known.*
2. *Deliver life-enriching programs and experiences to all Scouts all of the time.*
3. *Attract and inspire families to lead and deliver the promise of Scouting to our youth.*

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CURRENT ENVIRONMENT

Recent History: The 2016-2020 Strategic Plan was a landmark achievement, and has strengthened goal oriented operation of our Council Committees. Concurrently, the National BSA Council has made major strides in expanding the eligible youth market, developing engaging promotional materials targeted to our diverse market segments, integrating and streamlining information management systems, and stimulating development of non-traditional programs. We have managed some membership growth in key programs in each of the past two years. As measured by the BSA Journey to Excellence, we recently achieved first Bronze and then Silver award. This resulted from more than 5,000 dedicated volunteer and professional scouters who give prodigiously of their time and talent to carry out their assigned duties.

Focus for 2019: We are strengthening current programs by focusing our attention on five of the eighteen Journey To Excellence objectives. We seek to move the performance needle from the Bronze levels achieved in these areas during 2018 to the Gold level as soon as is reasonably practical:

Finance: Grow new endowment gifts of at least 5% of expenses; or 1% of expenses while earning the "Major Gifts Award" with endowment net assets equal to three times operating expenses.

Membership: Increase the number of registered youth in all programs by more than 3%.

Program: Increase the reported hours of community service per registered youth to 8 or more.

Unit Service: Increase the proportion of units receiving one detailed assessment and five additional assessments to 45% or more.

Leadership and Governance: Increase the proportion of direct contact unit leaders who have completed position specific training by 2% or more, with the sub-goal of training 100% of Cub Scout Den Leaders by October 1st each year.

Looking Ahead: Each year we will select five JTE objectives for special emphasis as our challenges and opportunities change, striving for a balance among our five functional areas. With this plan update, we intensify our strategic focus on the three objectives that cut across functional silos. Currently, we serve less than five percent of the eligible youth in our territory, our growth trails the rate of growth in major population centers, and the quality of our program delivery is less consistent than we desire. The accelerating rate of change in our society, communities, programs, technology, and resources dictate we adapt our operations if we are to remain a relevant and significant influence on youth development in Central Texas and achieve our vision for the future.

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TACTICS

To move from where we are to where we want to be, we will focus our leadership on the following tactics:

- ***Ensure the value of Scouting and its programs are widely known.***

Many of the adults in our Council were never in Scouting themselves, and may have no personal association with those who were. Our new Council website is a major step toward enabling interested parents to learn about our programs. However it only benefits those who visit it. These are some of the tactics we will employ to more effectively, creatively, and continuously make our message known and enhance the scouting 'brand' of Scouting in the minds of our neighbors and community members:

- Build a robust Marketing team of professional and volunteer expertise
- Recruit local media professionals as unit leaders and committee members
- Engage thought leaders to diversify our boards and committees
- Conduct travelling workshops for unit leaders to eliminate boring meetings
- Regularly seek and act on feedback from stakeholders and customers (focus groups)
- Involve new parents and community thought leaders in Eagle Boards of Review
- Engage thought leaders to diversify our boards and committees
- Provide social media learning opportunities for all leaders to promote events
- Designate photographers to capture 'joys of the moment' for publication
- Disseminate current lists of publications and media outlets frequently
- Participate in scouting focused social media groups (e.g., BSAParents.com)
- Refine and disseminate the Unit Guide for Promotion
- Train all unit leadership in communication skills, to include marketing
- Invite parents and their children to scouting activities to "try before buying"
- Tell our stories at every opportunity
- Share positive evaluations from camp leaders with all units each spring
- Integrate websites, social media, and print materials to penetrate the clutter
- Make window decals, inflatable logos, yard signs, and banners widely available
- Secure placements in electronic media and feature programs
- Develop blogs, recurring feature stories and interviews for local media
- Attract interns to develop video and social media marketing for key activities
- Simplify reservation and communication processes
- Target social media/Google ad/email campaigns directly to Scout families
- Design campaigns that include and inspire millennial parents and leaders
- Conduct "start/stop/continue" critiques following every event/meeting
- Review and implement results of "start/stop/continue" critiques
- There will be more...

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- ***Deliver life-enriching experiences to every Scout all of the time.***

Youth stay in Scouting – and bring their friends -- when it's exciting and they are having fun. It may take several exciting meetings, campouts, or events to make up for even one boring one. We need to ensure that every event, meeting, and campout is of high quality, and support all those who directly deliver the program to youth so they get a great experience every time. Here are several tactics we can employ:

- Develop "single concept" videos of 1-3 minutes that show "meeting sparklers" in action
- Build travelling teams to conduct workshops to strengthen unit programs
- Conduct collaborative unit assessments with unit leaders to identify needs and assist
- Engage older scouts in program delivery
- Plan for direct contact leader initial and supplemental training
- Engage every parent with a manageable task
- Keep it simple, make it fun
- Assure every event employs multiple and varied age-appropriate activities
- Develop "intensive care" teams to identify and resolve urgent unit support issues
- More doing, less talking

- ***Attract and inspire families to deliver the promise of Scouting in their communities.***

National surveys confirm that young people who experience five years of scouting, it changes their lives for the better. Yet, many young people will not stick with it unless their parents are committed to the program. We need to engage every parent, if only in a small way, to take on a leadership or supporting role to deliver extraordinary experiences.

Some tactics follow:

- Engage with more charter partners by listening for and responding to their needs
- Use focus groups with youth and parents to identify and meet their needs and desires
- Build a corps of experienced scouters to focus effectively on new unit organization
- Enable Commissioners to develop collaborative partnerships with units they serve
- Optimize use of infrastructure, facilities, and equipment
- Engage community thought leaders to diversify our boards and committees
- Get and act on feedback from stakeholders and customers to improve service
- Use the Unit Performance Guide to improve existing unit health
- Expand recruitment of volunteers and staff from diverse cultural backgrounds
- Use the BSA Membership Guidebook to strengthen committees at all levels
- Enable nominating committees to focus on diverse membership for each function
- Support marketing needs volunteer groups that have specific programs to be marketed
- Reduce friction and pain points in all council functions (including camps)
- Eliminate customer friction and pain points through surveys and focus groups
- Improve amenities, comforts and services for adult campers
- streamline reservation and communication processes
- Target social media/Google ad/email campaigns focused on Scout families and adults
- Use focus groups with youth and parents to identify and meet their needs and desires