



BOY SCOUTS OF AMERICA®  
PATHWAY TO ADVENTURE COUNCIL

# Strategic Plan

*Effective January 1, 2016 through December 31, 2018*

*Last Revised: December 13, 2016*

## **Summary**

The Pathway to Adventure Council based in Chicago, IL began operating as a single Council operation January 1, 2016 after a period of strategic reorganization. The Council currently has an operating board that is overseen by the Central Region, BSA.

Much improvement in operations has been evident in year one (2016) including the second year of membership growth, over 1M in operating budget performance improvement (led by solid expense control, large council development growth, and large performance improvement in camping operations), and renewed commissioner emphasis on building the healthiest and strongest units in the communities we serve.

In 2017 the Central Region and Council Operating Board will continue to strategically improve the performance metrics of the Pathway to Adventure Council by recruiting an executive board, seating a new Scout Executive, and moving towards a Council charter. During this continued period of strategic building and strengthening the operations of the Council, and thus the service to our mission, the units, Scouts, families and the communities we serve are a continued focus.

In its first year of fully combined operations (2016) the operating board focused its strategy on JTE improvement as its strategic benchmarks and evaluation criteria.<sup>1</sup> The Operating Board met quarterly to review progress against the plan benchmarks.

The operating board has crafted this revision to the strategic (operating) plan for 2016 through December 31, 2018, based on the Journey to Excellence, by a process of full committee input led by the Vice Presidents that give direct leadership to each JTE metric. The strategy contained in this plan includes stronger goal attainment in each JTE metric by executing specific action steps each year.

## **Methodology Note**

An assumption made by the operating board was that it will be more appropriate and effective that a 2019-2023 Strategic Planning Process should be launched in conjunction with the seating of a new Executive Board, Scout Executive, and charter transfer.

As part of this 2016-2018 process each subcommittee made recommendations to the Key Three regarding JTE Bonus points. These recommendations will be aligned with strategy set by the Key Three to improve selected JTE metrics. This plan focus will take into consideration SWOT analysis on the Pathway to Adventure Council, and analysis on each of the five JTE categories. Special care will be given in the execution to leverage current strengths, overcome challenges, leverage opportunities (as offerings), and mitigate threats.

# Finance

## Goal 1: Finance

### 2017 JTE Target

- Bronze
- Positive unrestricted operating net assets

### 2017 Action Steps

- Balance Budget in 2017
- Examine all line items on the expense side and evaluate detail
- Budget committee meetings monthly to evaluate revenue generation and expense output
- Evaluate Service Centers
- In-depth analysis on all District Operations
- Complete a Council Admin Review prior to transfer of charter
- Keep budget in front of all staff and volunteers to keep transparency

### 2018 JTE Target

- Bronze
- 2% growth in positive unrestricted operating net assets

### 2018 Action Steps

- Review 2017 Budget Plan Execution
- Build on 2017 Action Steps in 2018 Budget Process

## Goal 2: Council Generated Funds

### 2017 JTE Target

- Gold and a National BSA Marketing Award
- This requires a 10% growth over a 3-year average of \$2,409,089 or a total of \$2,649,998. 2017 Committee Budget recommendation is \$2,710,000.

### 2017 Action Steps

- Raise additional funds in FOS, Special Events, and Grants & Foundations.
- FOS – Volunteer/Staff team leads for each division – MG, Community and Family.
- Special Events – Continued development of Trading Tech, Union, DCD, Golf, Shooting Sports, and Wine. Launch new Chicago DCD and Governors Event.
- Grants – Year-round FTE position.

### 2018 JTE Target

- Gold
- This requires a 10% growth over a 3-year average.

### 2018 Action Steps

- Build on 2017 successes and seek new opportunities.
- Stretch goal of ~\$4M.

### **Goal 3: Endowment**

#### 2017 JTE Target

- Bronze
- We will record \$10,000 in new secured endowment gifts

#### 2017 Action Steps

- Promote James West and Eagle Legacy giving.

#### 2018 JTE Target

- Silver
- This requires a collection of new secured gifts >1% of expenses or approximately \$85,000

#### 2018 Action Steps

- Complement the Major gifts plan by working with donors that convey endowment interests.

## **Membership**

### **Goal 4: Market Share**

#### 2017 JTE Target

- Bronze
- This requires a 1% growth over 2016 for a total of 4.57%

#### 2017 Action Steps

- Develop a Council Relationships Committee to foster new unit development initiatives.
- Develop and rollout an Urban Emphasis plan for diversity & inclusion in targeted areas of the Council.
- Launch the Lion Cub Pilot program with committed units across the Council.

#### 2018 JTE Target

- Bronze
- This requires a 1% growth over 2017 for a total of 4.62%

#### 2018 JTE Action Steps

- Partnering with marketing & communications, launch year-round marketing campaigns toward prospective new families.
- Achieve complete inclusion of Lion Cub program in PTAC
- Continue new unit development initiatives in targeted areas of the Council.

### **Goal 5: Membership Growth**

#### 2017 JTE Target

- Gold
- This requires a 1% gain in growth over 2016 for a total of 3% membership growth.

#### 2017 Action Steps

- Support new unit development initiatives with year-round recruitments.
- Execute Blast into Scouting 2017.
- Support the Lion Cub pilot recruitment initiatives.
- Working with surrounding Councils, develop the next 3-year IBR campaign in the metro market.

#### 2018 JTE Target

- Gold
- This requires a 3% total membership growth over 2017.

#### 2018 Action Steps

- Support year-round marketing campaign toward prospective new families.
- Support complete inclusion of Lion Cub program in PTAC
- Continue to support new unit development initiatives in under-served areas of the Council.

### **Goal 6: New Member Recruiting**

#### 2017 JTE Target

- Silver
- This requires a 1% increase in Cub Scout recruitment over 2016 (Bronze) plus an increase in registered Boy Scout *or* young adult aged youth over 2016.
  - Young adults include Venturing, Sea Scouts, or Explorers

#### 2017 Action Steps

- Support new unit development initiatives with year-round recruitments.
- Execute Blast into Scouting 2017.
- Support the Lion Cub pilot recruitment initiatives.
- Working with surrounding Councils, develop the next 3-year IBR campaign in the metro market.

#### 2018 JTE Target

- Gold
- This requires a 1% increase in Cub Scout recruitment over 2016 (Bronze) plus an increase in registered Boy Scout *and* young adult aged youth over 2016.

#### 2018 Action Steps

- Support year-round marketing campaign toward prospective new families.
- Support complete inclusion of Lion Cub program in PTAC
- Continue to support new unit development initiatives in under-served areas of the Council.

### **Goal 7: Youth Retention**

#### 2017 JTE Target

- Gold
- This requires a 2% growth over 2016 for a total of 78%

#### 2017 JTE Action Steps

- Execute Webelos to Boy Scout progression campaign.
- Continue to develop resources to assist units in other retention “hot spots”.
- Working with the Commissioner Corps, continue to buildout the retention team in the Council.
- Support the Lion Cub pilot rollout.

#### 2018 JTE Target

- Gold
- This requires a 2% growth over 2017 for a total of 80%

#### 2018 JTE Action Steps

- Partnering with marketing and communications, launch tools to identify, from families directly, other retention issues.
- Support complete inclusion of Lion Cub program in PTAC
- Coordinate the retention team into a year-round function of membership.

## Program

### **Goal 8: Cub Scout Advancement**

#### 2017 JTE Target

- Bronze
- This requires a 2% growth over 2016 for a total of 38.66% (+200)

#### 2017 Action Steps

- Launch campaign to bring awareness and need for advancement recording, use of online advancement
- Partner with commissioners to monitor and engage Packs
- Partner with membership to integrate bobcat advancement into campaign
- Partner with district and community leadership to recruit additional Cub Scout Focused Advancement Committee Members.

#### 2018 JTE Target

- Silver
- This requires a 11.34% growth over 2017 for a total of 50% (+934)

#### 2018 Action Steps

- Launch a large-scale campaign targeting Bobcat advancement and recording

### **Goal 9: Boy Scout Advancement**

#### 2017 JTE Target

- Silver
- This requires a 2.45% growth over 2016 for a total of 44% (+172)

#### 2017 Action Steps

- Partner with camping, membership, commissioners, and program to foster advancement support opportunities, and engagement of under-advancing Troops.

#### 2018 JTE Target

- Gold
- This requires a 6% growth over 2017 for a total of 50% (+311)

#### 2018 Action Steps

- Partner with camping, membership, commissioners, and program to foster advancement support opportunities, and engagement of under-advancing Troops.

### **Goal 10: Cub Scout Camping**

#### 2017 JTE Target

- Bronze
- This requires a 2% growth over 2016 for a total of 26.75% (+400)

#### 2017 Action Steps

- Re-engineer Cub Camping offering (strategy, operations, marketing, staffing, capacity)
- Fully engaged council marketing effort
- Remove all barriers to entry, simplify

#### 2018 JTE Target

- Silver
- This requires a 10.25% growth over 2017 for a total of 37% (+700)

#### 2018 Action Steps

- Leverage 2017 re-engineering

### **Goal 11: Boy Scout Camping**

#### 2017 JTE Target

- Silver
- This requires a 2% growth over 2016 for a total of 60.55% (+140)

#### 2017 Action Steps

- Partner with OA to engage all Troops in summer camping
- Expand older Scout offerings
- Expand marketing efforts for PTAC camps
- Build quality camping via an informed strategic plan

#### 2018 JTE Target

- Silver
- This requires a 2% growth over 2017 for a total of 62.55% (+140)

#### 2018 Action Steps

- Engage year 1 of the 2018-2022 Camping strategic plan

### **Goal 12: Community Service**

#### 2017 JTE Target

- Gold and a National BSA Marketing Award
- This requires a member average of 5.62 hours vs. 5.42 hours

#### 2017 Action Steps

- Work through Unit Commissioner Service to promote the unit service tracking system.
- Recruit a C-Suite level task force of private business owners to develop and fund the marketing, youth recognition and staffing required to launch 4 to 5 seasonal/monthly campaigns with focused community impact.
- Put the fun back into “Do a Good Turn Daily!”

#### 2018 JTE Target

- Gold
- This requires a member average of 5.82 hours vs. 5.62 hours.

#### 2018 Action Steps

- Evaluate all initial collaborators (Task Force and NFP’s)
- Develop community competitions that reward impactful service projects to expand how Scouting is viewed by the public.

## Unit Service

### **Goal 13: Youth Serving Executives**

#### 2017 JTE Target

- Bronze
- This requires to maintain 1USE/20K TAY

#### 2017 Action Steps

- Maintain staffing budget to support current DE count

#### 2018 JTE Target

- Bronze
- This requires to maintain 1USE/20K TAY

#### 2018 Action Steps

- Maintain staffing budget to support current DE count

### **Goal 14: Unit Retention**

#### 2017 JTE Target

- Gold
- This requires a 3% growth over 2016 for a total of 95% retained or a 92% retention rate *and* an increase in the number of new units organized in 2017

#### 2017 Action Steps

- Partner with Commissioner Corps to continue the recruitment & training of Unit Commissioners via the Unit Service Plan
- Continue to hold Unit Support Conferences across the Council.
- Develop a Council Relationships Committee to foster new unit development initiatives.



#### 2018 JTE Target

- Gold
- This requires a 3% growth over 2017 for a total of 95% retained or a 92% retention rate and an increase in the number of new units organized in 2018

#### 2018 Action Steps

- Continue the recruitment & training of Unit Commissioners via the Unit Service Plan
- Continue to hold Unit Support Conferences across the Council.
- Continue new unit development initiatives in targeted areas of the Council.

### **Goal 15: Unit Service**

#### 2017 JTE Target

- Bronze
- This requires a 2.36% growth over 2016 for a total of 10%  
note: JTE requirement changes in 2017

#### 2017 Action Steps

- Increase number of registered Unit Commissioners (UC)
- Increase number of recorded Unit Contacts
- Increase number of recorded Detailed Assessments
- Increase UC exposure in non-traditional areas

#### 2018 JTE Target

- Silver
- This requires a 10% growth over 2017 for a total of 20%

#### 2018 Action Steps

- Continue 2017 Action Steps at an increased pace
- Strive to achieve Gold level

## **Leadership and Governance**

### **Goal 16: Council Leadership**

#### 2017 JTE Target

- Gold
- This requires us to utilize our strategic plan and improve 5/5 selected metrics

#### 2017 Action Steps

- Utilize strategic plan to inform budget
- Utilize plan and budget to improve 5/5 targeted metrics
- Launch 2019-2024 Strategic Planning Project

#### 2018 JTE Target

- Gold
- This requires us to utilize our strategic plan and improve 5/5 selected metrics

#### 2018 Action Steps

- Utilize strategic plan to inform budget
- Utilize plan and budget to improve 5/5 targeted metrics
- Complete 2019-2024 Strategic Planning Project

### **Goal 17: District Leadership**

#### 2017 JTE Target

- Gold
- This requires 55 additional committee members

#### 2017 Action Steps

- Form a campaign that identifies needed volunteers in the district structure, then targets and recruits
- Average of 3/district needed
- Work with community leadership, district leadership, commissioners to identify and recruit diverse leadership that is reflective of the communities we serve
- Follow up plan for registration

#### 2018 JTE Target

- Gold
- This requires 40 additional committee members

#### 2018 Action Steps

- Continue campaign that identifies needed volunteers in the district structure, then targets and recruits diverse leadership that is reflective of the communities we serve
- Average of 3/district needed

### **Goal 18: Unit Leadership**

#### 2017 JTE Target

- Silver
- This requires a 3.62% growth over 2016 for a total of 50% (+40)

#### 2017 Action Steps

- Partner with community and district leadership to recruit additional training committee members in districts.
- Target under-trained units
- Partner with commissioners to engage leaders in basic training

#### 2018 JTE Target

- Gold
- This requires a 10% growth over 2017 for a total of 60% (+130)

#### 2018 Action Steps

- Partner with community and district leadership to recruit additional training committee members in districts.
- Target under-trained units
- Partner with commissioners to engage leaders in basic training

## **Sea Scouting Goals (Supports JTE Attainment)**

1. Membership/Units
  - 135 youth members in Dec 2016
  - Target 160 youth members EOY 2017
  - 10 ships in Dec 2016
  - Target 11 ships EOY 2017
2. Economics
  - Include all stakeholders in timely manner to annual budget process
  - Execute 2017 Launch event to meet or exceed budgeted revenue goal
  - Consider changes and improvements to Launch event for 2018 and beyond
  - Explore possibilities for corporate supporters and partners
3. Develop regular channels of communication between Sea Scout program and PTAC
  - Council assets for support of Sea Scout events and fundraising
  - Regular PTAC staff and volunteer attendance at monthly Sea Scout Skippers Meetings (roundtables)
  - Explore possibilities for cross-program activities
4. Program assets
  - Compile an inventory of program boats and other equipment
  - Accurately reflect inventory on PTAC balance sheet
  - Do long-range planning and budgeting for repairs, maintenance, improvements, asset replacements, new sails or engines, etc.
  - Identify and dispose of boats where appropriate (avoid registration, storage and maintenance costs)
5. Involve PTAC major gifts resource (Drew Glassford) in Sea Scout fundraising
6. Explore coordination between Sea Scouts and STEM Scouts
7. Raise profile of Seas Scouts in PTAC and Chicago
  - Raingutter Regatta at 2017 Boat Show
  - Report Sea Scout activities on PTAC website
  - Explore coordination with NESAs for volunteers, financial supporters, corporate sponsors
  - Explore partnering with National Marine Manufacturing Association (NMMA) on youth boating outreach in the Northeast Illinois area as a pilot national program. NMMA's own survey shows that to expand the future of boating, youths and minorities need to be exposed to boating.

## **Council JTE Goal Summary**

- 2017 Goal
  - Silver
  - 1825 Points Targeted
  
- 2018 Goal
  - Gold
  - 2075 Points Targeted