



Great Southwest Council

Strategic Plan as of March 22, 2018

STRATEGIC PLAN

1 Program: Maintain the Quality and Integrity of the Scouting Programs the Great Southwest Council Delivers to our Units and Chartered Organizations. (VP Program)

1.1 Activities and Civic Service: Provide effective, high quality programs that maximize the Council's resources.

Council Goals	Measure	Deadline
1.1.1 Inter-District Activities: The program committee will continue to encourage inter-district collaboration on activities that produce a quality program.	Three inter-district events each year	12/31/18
1.1.2 Scouting for Food: The program committee will continue to grow SFF by ensuring all districts participate in the program.	Seven districts participate	12/31/18
1.1.3 Community Partnerships: Build a partnership with communities within the Council to promote scouting projects.	Five community service partnerships	12/31/18

1.2 Advancement: Increase advancement of youth.

Council Goals	Measure	Deadline
1.2.1 Advancement Training: Promote activities related to advancement including training for all new programs on an annual basis.	Seven districts conduct advancement training	12/31/18
1.2.2 Merit Badge Counselor Registration: The Council will provide a monthly, up to date, accurate list of all registered merit badge counselors. All newly registered merit badge counselors must take training.	Seven merit badge counselor lists	12/31/19
1.2.3 Cub Scout Advancement: Increase the percentage of Cub Scouts earning rank advancement to 72%, or 60% and two percentage points increase from 2017. (JTE #8)	Percentage increase	12/31/18
1.2.4 Boy Scout Advancement: Increase the percentage of Boy Scouts earning rank advancements to 44%, or two percentage points increase from 2017. (JTE #9)	Percentage increase	12/31/18

1.3 Training: Increase volunteer training.

Council Goals	Measure	Deadline
1.3.1 Council Training Sustainability: Develop and implement a staff training and succession plan for council training courses (Brownsea, NYLT, Wood Badge, Pow Wow).	Staff training and succession plans in place	12/31/18

1.3.2 District Training: Ensure all districts are equipped to successfully provide position-required training for volunteers.	Seven districts offering required in-person training	12/31/18
1.3.3 Unit Leader Training: Achieve 50% of direct contract leaders trained, or two percentage points increase from 2017. (JTE #18)	Actual training percentage	12/31/18

1.4 Increase Day Camp Participation and Enhance the Experience.

Council Goals	Measure	Deadline
1.4.1 Budget Format: The 2018 day camp budget format will be rewritten to eliminate confusion and allow all day camps to have the same fixed operating budget.	Assessments and reconciliations	12/31/18
1.4.2 NCAP: Each day camp will meet the 2018 NCAP with no more than 2 deviations and 0 noncompliance marks.	Accreditation visits	12/31/18
1.4.3 Certification: Make budgeting and other preparations to ensure that each district executive or paraprofessional will go to National Camp School in 2019.	Certification of the DE's and PP's	12/31/18
1.4.4 Increased Attendance: Increase the percentage of Cub Scouts attending day camp, family camp and/or resident camp to 90%, or 60% and two percentage points increase from 2017. (JTE #10)	Camp attendance	12/31/18

1.5 Increase Community Service.

Council Goals	Measure	Deadline
1.5.1 Increase Community Service: Increase the amount of community service hours provided by youth members, leaders and other participants to average eight hours per youth member, or five hours and 0.2 hour growth from 2017. (JTE #12)	Actual hours	12/31/18

2 Membership: Increase Opportunities for Youth to Participate in Cub Scouts, Boy Scouts, Venturing, and Exploring. (VP Membership)

2.1 Market Share: Increase market share annually to reach 5.1% of TAY by 2020.

Council Committee Goals and District / Staff / Volunteer Goals	Measure	Deadline
2.1.1 District Membership Committee: Build each district's membership committee to three to five members.	Minimum of 21 district members	06/30/18
2.1.2 Membership Volunteer Training: Conduct an annual training for all district and unit membership volunteers.	Complete training	06/30/18
2.1.3 Venturing Committee: Recruit a Venturing committee consisting of a chair person and three to five committee members.	Chairman and three to five committee members	12/31/18
2.1.4 Sales Training: Through board support, provide sales training to the professional staff as needed.	Training to be held for staff.	12/31/18
2.1.5 Market Share Increase: Increase market share, including Learning for Life participants, to 15% density, or 9% and 1% growth in density from 2017. (JTE #4)	Percentage increase	12/31/18
2.1.6 New Member Coordinator Training: Conduct a council-wide training for New Member Coordinator role.	Training event held	6/30/18
2.1.7 New Member Coordinator Registration: 15% of units to have registered a NMC	Percentage increase	9/30/18

2.2 Membership Growth: Increase membership by 2% annually to reach 7,929 youth by 2020.

Council Goals	Measure	Deadline
2.2.1 Membership Campaigns: Conduct a spring and fall membership campaign in each district.	Campaigns executed	12/31/20
2.2.2 Increase Registered Youth: Increase number of registered youth to achieve growth in Cub Scouting and 2% growth in overall membership. (JTE #5)	Increased youth	12/31/18
2.2.3 New Member Recruiting: Increase number of new youth recruited to achieve (1) new Cub Scouts representing at least 4% of TAY, or increase in recruiting of new Cub Scouts by 1%, and (2) an increase in new Boy Scouts and new young adults. (JTE #6)	Increased youth	12/31/18
2.2.4 Youth Retention: Improve retention rate of youth members to 80%, or 75% and two percentage points increase from 2017. (JTE #7)	Improved rate	12/31/18
2.2.5 Create Separated Youth Survey: Create an exit survey.	Survey created	12/31/18

2.2.6 Conduct Separated Youth Survey: Conduct an exit survey with parents of separated youth annually.	All youth contacted annually	12/31/20
2.2.7 Teen Youth Program Organizations: Form partnerships with community organizations that currently have a teen youth program and encourage the use of Venturing as a resource.	Form partnerships	12/31/19
2.2.8 Family Scouting Identification: Work with unit commissioners to identify units that will participate in Family Scouting for 2019.	Identify units	5/31/18
2.2.9 Family Scouting Implementation: To implement Family Scouting, recruit at least 50 girls.	50 girl Cub Scouts	12/31/18

2.3 Cub Scout Unit Growth: Grow Cub Scout Packs by 1% annually to reach 168 packs by 2020.

Council Goals	Measure	Deadline
2.3.1 Community Partnership Surveys: Conduct community partnership surveys every two years to ensure new unit market is updated.	Surveys every other year	12/31/19
2.3.2 Benefits of Scouting: Identify and target chartering organizations to sell on the benefits of Scouting, especially in underrepresented communities.	Ten new organizations each year in each district	12/31/20
2.3.3 Annual Charter Partner Visits: Conduct annual visits to charter partners that will ensure the continuation and growth of the partnerships by professional staff or key district volunteer in collaboration with commissioners and district operations vice president.	100% charter partner visits annually	12/31/20
2.3.4 Principal Luncheons: Conduct principal luncheons for Albuquerque, Rio Rancho and Santa Fe School districts.	Luncheons held	12/31/18

2.4 Exploring/Venturing Membership: Increase membership in Exploring/Venturing to reach 250 youth by 2020.

Council Goals	Measure	Deadline
2.4.1 Membership Campaigns in Posts: Conduct membership campaigns in each post annually.	Each post conducts a campaign	12/31/20
2.4.2 New Posts: Organize 20 new Explorer Posts.	Form posts	12/31/20
2.4.3 Exploring Growth: Annually target specific organizations for Exploring growth, such as law enforcement, fire, and engineering.	New organizations participating	12/31/20

2.5 Overall Unit Growth: Add new units. (JTE #14)

3 Properties: Provide Safe, Relevant, and Functional Facilities to Support the Scouting Programs within the Great Southwest Council that will Meet the Interests and Needs of our Youth and Volunteers. (VP Properties)

3.1 Camp Maintenance Fund: Establish the Gorham Scout Ranch Fund to support ongoing maintenance to the property.

Council Goals	Measure	Deadline
3.1.1 GSR Maintenance Fund: Establish a separate GSR maintenance fund.	Fund established	12/31/18
3.1.2 GSR Maintenance Budget: Develop an annual GSR maintenance budget listing all known annual expenses to ensure funds are available yearly to run camp.	Budget approved	Ongoing

3.2 Annual Maintenance Plans: Develop operation and maintenance plans for Gorham Scout Ranch and Campbell Scout Ranch.

3.3 Camp Master Plan: Complete Gorham Scout Ranch master plan and develop master plan for Campbell Scout Ranch.

Council Goals	Measure	Deadline
3.3.1 GSR Master Plan: Complete Santa Fe County required master plan for GSR (to include enhancements in 3.4).	County approval	12/31/18
3.3.2 CSR Master Plan: Complete a master plan for CSR including phases for development and establishing budgeting needs.	Board approval of plan	08/31/18

3.4 Camp Enhancements: Plan and fund property enhancements for Gorham Scout Ranch and Campbell Scout Ranch.

Council Goals	Measure	Deadline
3.4.1 CSR Sign and Gate: Secure funding for design and construction of the CSR sign and gate.	Funding complete	12/31/19
3.4.2 GSR Latrine: Secure funding for replacement of lodge latrine at GSR.	Funding complete	12/31/19
3.4.3 GSR Pool House: Secure funding for pool house and pump room repairs (pool house stucco patching) at GSR.	Funding complete	8/31/18
3.4.4 GSR Shooting Facilities: Secure funding for construction of a shotgun platform and cowboy action shooting range at GSR.	Funding complete	05/31/19

3.4.5 Relocation of Staff Camp: Review the feasibility and establish a plan to relocate GSR staff camp to the current Frijoles location.	Board approval of plan	08/31/18
3.4.6 ATV Plan and Storage: Develop and implement the ATV program at GSR to include physical plant, secure storage and safety equipment.	Construction complete	05/31/18
3.4.7 Camp Security: Develop a camp security plan for GSR. This will include identifying visitors and steps for responding to intruders.	Plan complete	05/31/18

4 Camp Promotions: Increase Participation in Camping and Outdoor Programs at Gorham Scout Ranch, Campbell Scout Ranch and Other Facilities. (VP Camping and Outdoor Programs)

4.1 Camp Promotion: Promote camping at Gorham Scout Ranch.

Council Goals	Measure	Deadline
4.1.1 Gorham Scout Ranch Trading Cards: The Order of the Arrow will create GSR Trading Cards and supporting media.	Production of cards	04/30/18
4.1.2 Boy Scout Camp Promotion: The Order of the Arrow will conduct a GSR camp promotion presentation to 50% of Boy Scout troops between August 1 and December 31, 2018.	Number of presentations	12/31/18
4.1.3 Scoutmaster Visits: GSR will host visits from scoutmasters, targeting troops that have not been to camp in the past 3 years.	Contacts to scoutmasters	12/31/18
4.1.4 Survey: The camp promotion committee will create, distribute and evaluate a survey to all troops about camp program seeking input for future enhancements.	Completion of survey	12/31/18
4.1.5 Social Media: The camp promotion committee will create a social media strategy to promote GSR.	Creation of strategy	12/31/18

4.2 Boy Scout Camping: Promote Boy Scout camping and outdoor programs.

Council Goals	Measure	Deadline
4.2.1 Increase Boy Scout Camping: Increase the percentage of Boy Scouts attending long-term camp and high adventure programs to 80%, or 67% and two percentage points increase from 2017. (JTE #11)	Camp/program participation	12/31/18

5 Unit Service: Provide to Chartered Organizations and Units the Services that Enable Them to Use the Scouting Program Effectively. (Council Commissioner)

5.1 On-Time Rechartering: Achieve on-time rechartering of units.

Council Goals	Measure	Deadline
5.1.1: Recharter Packets: Work with district commissioners to ensure 80% of recharter packets are submitted to the council office this year.	80% of unit recharter packets submitted to council office	12/31/18
5.1.2: Processing of Unit Charters: Council office will process and post 100% of unit charters.	100% of charters posted	1/31/19
5.1.3: Mailing of Unit Charters: Council office will mail out 100% of unit charters.	100% of charters mailed out	2/7/19

5.2 Increase Unit Contacts and Unit Performance

Council Goals	Measure	Deadline
5.2.1 Unit Contacts: Achieve 25% of units having six or more assessments, including at least one detailed assessment, logged in Commissioner Tools. (JTE #15)	25% of units have six or more assessments, including at least one detailed assessment	12/31/18
5.2.2 Unit JTE Performance: Achieve 60% of the units in each district qualifying for Bronze Level or higher.	60% of units achieve JTE Bronze or higher	12/31/18

5.3 Effective Unit Service: Ensure effective unit service is provided to each unit and chartered organization.

Council Goals	Measure	Deadline
5.3.1 Unit Commissioner Ratio: Maintain the ratio of one unit commissioner for no more than three units.	One unit commissioner for every three units	12/31/18
5.3.2 Commissioner Training: 80% percent of commissioners have completed basic training.	80% of commissioners have completed basic training	12/31/18
5.3.3 Community Pack Commissioners: 100% of community packs have a commissioner assigned.	Commissioners assigned	12/31/18

5.4 Partnership for Scouting: Expand unit participation in the Partnership for Scouting program

Council Goals	Measure	Deadline
5.4.1 PFS Unit Percentage: Recognize 50% of units as Partner Units.	50% of units qualify	12/31/18
5.4.2 PFS Report: Report to council on Partnership for Scouting status and changes.	Report sent	4/2/18

5.5 Overall Unit Retention: Retain 90% of existing units. (JTE #14)

6 Marketing: Promote the Overall Favorable Public Awareness of the Boy Scouts of America in the Great Southwest Council Service Area. (VP Marketing)

6.1 Promote Scouting Values: Market the benefits of Scouting to prospective parents, potential donors, and the community.

Council Goals	Measure	Deadline
6.1.1 Outdoor Media: Investigate the cost effectiveness of outdoor media outlets such as billboards to convey the Scouting message.	Recommendation to Executive Committee	12/31/18
6.1.2 Event Promotion: Promote council service events such as Scouting for Food and Eagle projects to the news media.	Promote activity at two council events annually	12/31/18
6.1.3 Community Media: Participate in two community media programs each year on radio or TV.	Two events per year	12/31/18
6.1.4 Fall Recruitment Campaign: Create an image enhancement campaign using radio and television to promote the Council's fall recruitment campaign.	Media exposure	10/31/18
6.1.5 Cloud File: Create a file in the cloud consisting of photographs and documents.	File created	12/31/18

7 District Operations: Support Improvement in District Performance. (VP Operations)

7.1 Full District Operating Committees: Assist recruitment of full district operating committees in each district to ensure the necessary membership, program, finance, and unit service functions are performed by the districts.

Council Goals	Measure	Deadline
7.1.1 District Nominating Committee Process: Each district will receive training on the district nominating committee process.	All nominating committee chairs trained	8/30/18
7.1.2 Quality Leadership: Using the standard district organization chart and the district nominating committee process, recruit quality leadership to ensure each function is filled.	Key positions filled	12/31/18
7.1.3 District Committee Leadership Recruitment: Increase the number of volunteers serving on district committees to average 32 per district, or an average of 21 per district and increase average by two persons per district from 2017. (JTE #17)	Volunteer increase	12/31/18
7.1.4 Friendstorming: Conduct at least two Friendstorming sessions with district committees to boost district volunteer recruitment.	Friendstorming sessions held	12/31/18
7.1.5 Parameters of Responsibility: Provide position descriptions of each operating committee chair to clearly define the parameters of responsibility.	Job descriptions prepared	12/31/18

7.2 Training and Communications: Ensure all district level volunteers are trained, and good communication exists between the Council and district volunteers.

Council Goals	Measure	Deadline
7.2.1 District Volunteer Training: Provide district level volunteer training annually.	Operating Committee trainings held	12/31/18
7.2.2 Operating Committee Meetings: Conduct two district operations meetings per year with district Key 3's.	Semi-annual meetings held	12/31/18

7.3 District JTE Performance: At least six of seven districts to achieve medal status in 2018, including two Gold Level districts.

8 Finance: Responsibly Reduce the Council's Debt. (VP Finance)

8.1 Develop and execute cost containment plan.

Council Goals	Measure	Deadline
8.1.1 Develop Plan: Evaluate council expenses and report to Key 3 and Executive Committee on cost containment plan.	Plan presented	6/30/18
8.1.2 Execute Plan: Oversee implementation of cost containment plan adopted by Executive Committee.	Plan executed	12/31/18

8.2 Develop and execute reserve funding plan.

8.2.1 Develop Plan: Evaluate establishment of reserve fund to replace the Council's line of credit and report to Key 3 and Executive Committee on plan for establishment of reserve fund.	Plan presented	6/30/18
8.2.2 Execute Plan: Oversee establishment and funding of reserve fund.	Plan executed	12/31/18

8.3 Debt Management

Council Goals	Measure	Deadline
8.3.1 Keep LOC Payments Current: Maintain principal reduction payments on line of credit with Bank of America.	Current payments	9/30/18
8.3.2 Negotiate Term Note: Negotiate long term note with Bank of America on line of credit debt.	Note executed	12/31/18
8.3.3 Keep Payments to National BSA Current: Maintain debt reduction payments on Council debt to National BSA.	Current payments	12/31/18
8.3.4 Monthly Key Metrics Report: Prepare and distribute to Executive Committee a monthly report on key council metrics.	Report distributed	Ongoing

8.4 Fiscal Management

Council Goals	Measure	Deadline
8.4.1 Assets to Expenses Ratio: Maintain positive unrestricted net assets in council operating funds supporting annual operating expenses to achieve a 0.25 ratio, or 0.08 ratio and increase of 2% of such assets over expenses compared to 2017. (JTE #1)	Ratio established	12/31/18

9 Development: Increase Council Fundraising. (VP Development)

9.1 Friends of Scouting Campaign: Increase FOS revenues by 10%.

Council Goals	Measure	Deadline
9.1.1 Family FOS Presentations: Conduct family FOS presentations at 90% of all packs and troops each year.	90% packs & troops	12/31/18
9.1.2 Community Campaign: Organize a community district campaign in Sandia in 2019, Rio Grande in 2020 and EVM in 2021. Recruit volunteer teams for each district including a leader, captains, and team members.	Create campaign and recruit volunteers	12/31/21

9.2 Special Events: Increase net proceeds of special events by 10%.

Council Goals	Measure	Deadline
9.2.1 Eagle Banquet: Increase net proceeds of Eagle Scout Banquet by 10%.	Net proceeds increase	03/31/18
9.2.2 Sporting Clays: Increase net proceeds of Sporting Clays Tournament by 10%.	Net proceeds increase	10/31/18
9.2.3 Online Auction: Increase net proceeds of online auction by 10%.	Net proceeds increase	12/31/18

9.3 Major Gift Development: Raise \$100,000 in major gifts through cash, bequests, naming opportunities and deferred gifts.

9.4 Contributions to Operating Fund: Increase council-generated net contributions.

Council Goals	Measure	Deadline
9.4.1 Increase Contributions: Increase council-generated net contributions to operating fund to achieve 10% growth over prior three year average. (JTE #2)	Contributions generated	12/31/18

10 Endowment: Create and Develop a Council-Controlled Endowment Fund. (VP Endowments)

10.1 Golden Arrow Society: Establish and grow a new council endowment fund.

Council Goals	Measure	Deadline
10.1.1 Promote the Golden Arrow Society: Announce the formation of the Golden Arrow Society requiring a minimum donation of \$5,000.	Announcement	1/31/18
10.1.2 Endowment Committee: Recruit endowment committee of three to five people and conduct quarterly meetings beginning in third quarter of 2018.	Two meetings of endowment committee	12/31/18
10.1.3 Develop Endowment Fundraising Promotion Materials: The endowment committee will develop an equivalent to the Friends of Scouting pamphlet to enable all scouters to consider making a contribution to the Council's endowment funds. A webpage for endowment giving will be added to the Council's website.	Pamphlet and webpage complete	6/30/18
10.1.4 Directory of Potential Donors: The endowment committee will continue developing a directory of potential donors for the Council's endowment funds. Specifically, computer files will be developed for each donor and replace the paper file system that is currently used.	Top 50 donor computer files complete	12/31/18
10.1.5 Growth of Golden Arrow Society Fund: Grow the Golden Arrow Society fund by adding new permanently restricted gifts of at least 5% of council expenses. (JTE #3)	Raise \$75,000	12/31/18

11 Leadership, Governance and Administration: Support and Grow the Great Southwest Council through Strong Volunteer Leader and Staff Engagement and Strategic Planning. (Council President)

11.1 Volunteers: Increase the number of council volunteer leaders. Broaden the representation on the Council Board of Directors of the racial, ethnic, religious and geographic communities that comprise the Council. Increase the recruitment of community leaders to the Executive Board.

Council Goals	Measure	Deadline
11.1.1 Friendstorming: Conduct Friendstorming session with Executive Committee to develop prospects for Executive Board.	Session held	12/31/18
11.1.2 Executive Board Prospect List: Develop permanent rotating list of prospects for election to Executive Board.	List created	3/31/18

11.2 Youth Serving Executives: Achieve 1 YSE per 22,000 TAY or increase of 1 YSE over prior year ratio. (JTE #13).

11.3 Risk Management Plan: Develop a comprehensive risk management plan to assess potential hazards and educate volunteers on minimizing risk.

Council Goals	Measure	Deadline
11.3.1 Chair Recruitment: Recruit a risk management chair.	Chair recruited	6/30/18
11.3.2 Committee Recruitment: Recruit a risk management committee of three to five members.	Committee recruited	8/31/18
11.3.3 Risk Management Committee Meetings: Conduct meetings of committee to formulate plan.	Meetings held	12/31/18
11.3.4 Plan Adopted: Adopt Risk Management Plan.	Plan adopted	1/31/19

11.4 Review and Updating of Strategic Plan: The Executive Board will annually review the progress achieved by the Council in executing the Strategic Plan and update the Council's strategic objectives. This process will be led by the Council President. (JTE #16).

11.5 Journey to Excellence: Regain Gold Level status for the Council for 2018.