



**Great Southwest Council**

# **STRATEGIC PLAN**

Adopted by Executive Board  
March 25, 2021

**FINAL**

**Overview**

The year 2021 poses unprecedented challenges to the Council as we recover from the COVID-19 pandemic and deal with the ongoing effects of the National BSA bankruptcy. In response, our commitment is to overcome these obstacles and continue to advance scouting in Council communities. To that end, this Strategic Plan is a streamlined version of previous plans focusing on a relatively limited number of essential but realistic objectives. We pledge to devote our resources to achieving these goals.

**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 Advancement: Increase advancement of youth.**

<b>Council Goals</b>	<b>Deadline</b>
1.1.1 Cub Scout Advancement: Increase the percentage of Cub Scouts earning rank advancement to 60%.	01/31/22
1.1.2 Scouts BSA Advancement: Increase the percentage of BSA youth earning rank advancement to 50%.	01/31/22
1.1.3 Venturing Advancement: Achieve 50% of Venturers earning rank advancement.	01/31/22

**1.2 Training: Increase volunteer training over 2020.**

<b>Council Goals</b>	<b>Deadline</b>
1.2.1 Unit Leader Training: Achieve 60% of direct contact leaders trained.	01/31/22

**1.3 Day Camp: Increase participation over 2020.**

<b>Council Goals</b>	<b>Deadline</b>
1.3.1 Number of Day Camps: Conduct two Cub Scout day camps.	06/30/21
1.3.2 Cub Scout Camp Attendance: Achieve 40% of Cub Scouts attending day camp, family camp and/or resident camp.	09/30/21

**1.4 Community Service: Year of Service.**

<b>Council Goals</b>	<b>Deadline</b>
1.4.1 Planning for Year of Service: Plan for Council's Year of Service in 2022	01/31/22

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

**2.1 Grow Membership: Increase youth membership over 2020.**

<b>Council Goals</b>	<b>Deadline</b>
2.1.1 Membership Campaigns: Conduct a spring and fall membership campaign in each district.	09/30/21
2.1.2 New Member Coordinators: Recruit four New Member Coordinators.	01/31/22
2.1.3 Regain Scouts: Regain 50% of youth who dropped out of scouting in 2020.	01/31/22
2.1.4 Female Growth: Increase number of female Cub Scouts and Scouts BSA by 5% over 2020.	01/31/22
2.1.5 Membership Communications Plan: Work jointly with Marketing Committee to develop and execute a membership communications plan.	01/31/22

**2.2 Grow Number of Units: Increase the number of units over 2020.**

<b>Council Goals</b>	<b>Deadline</b>
2.2.1 Principal Visits: Visit 25% of the elementary school principals within the Council area.	09/30/21
2.2.2 New Unit Organizers: Recruit four New Unit Organizers.	09/30/21
2.2.3 Restart Units: Restart 50% of units that did not re-charter in 2020.	01/31/22

**3 Camping and Properties: Increase Participation in Camping and Outdoor Programs Particularly at Safe, Relevant, and Functional Facilities within the Great Southwest Council. (VP Camping and Properties)**

**3.1 Property Maintenance and Enhancements: Maintain and enhance Gorham Scout Ranch.**

<b>Council Goals</b>	<b>Deadline</b>
3.1.1 Capital Equipment: Procure one needed piece of capital equipment per year	Ongoing
3.1.2 Upgrade of D Facility: Remodel or replace a D facility to result in a B facility	01/31/22
3.1.3 Upgrade of C Facility: Remodel a C facility to result in a B facility	01/31/22
3.1.4 Pool Pump: Replace pool filtration pump	05/31/21
3.1.5 Maintenance of Facilities: Maintain all A and B facilities to retain same status	Ongoing
3.1.6 Annual Inspection: Perform annual post-camp facility inspection	09/30/21

**3.2 Future Property Maintenance and Enhancements: Study and develop plans for maintenance and enhancement of Gorham Scout Ranch.**

<b>Council Goals</b>	<b>Deadline</b>
3.2.1 RV Facility: Study feasibility of construction of RV facility	01/31/22
3.2.2 Solar Pool Heating: Complete study of feasibility of solar pool heating	10/31/21
3.2.3 Lake Usage: Complete study of feasibility of using Santa Cruz Lake for water activities	11/30/21

**3.3 Camp Promotion: Promote camping at Gorham Scout Ranch.**

<b>Council Goals</b>	<b>Deadline</b>
3.3.1 Scouts BSA Camp Promotion: The Order of the Arrow to make GSR camp promotion presentations for 2021 season to 50% of Scouts BSA troops.	05/31/21
3.3.2 Other Camping Promotion: Develop plan for promotion of off-season camping by scout units, scout families and outside organizations	01/31/22

**3.4 Camp Operations: Despite pandemic, provide a safe and rewarding experience at Gorham Scout Ranch.**

<b>Council Goals</b>	<b>Deadline</b>
3.4.1 CDC Guidelines: Modify camp operations to comply with CDC guidelines for safe operation of youth resident camps in 2021	05/31/21
3.4.2 Family Camping: Establish family camping program as a stand-by alternative to traditional camp program	05/31/21

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

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

<b>Council Goals</b>	<b>Deadline</b>
4.1.1 Recharter Packets: Ensure 80% of recharter packets are timely submitted to the Council office.	12/31/21
4.1.2 Processing of Unit Charters: Ensure the Council office timely processes and posts 80% of unit charters	01/31/22

**4.2 Unit Contacts and Assessments: Increase unit contacts and assessments over 2020.**

<b>Council Goals</b>	<b>Deadline</b>
4.2.1 Unit Contacts: Achieve 50% of units having six total assessments, including one detailed assessment recorded in Commissioner Tools.	12/31/21

**4.3 Partnership for Scouting: Expand unit participation in the Partnership for Scouting program over 2020.**

<b>Council Goals</b>	<b>Deadline</b>
4.3.1 Qualifying Units: Achieve 50% of units qualifying as Partner Units.	01/31/22

**5 Marketing: Share the Benefits of Scouting with Scout Families, Prospective Scout Families, Potential Donors and the Council Service Area at Large. (VP Marketing)**

**5.1 General Promotion of Scouting: Showcase our values and activities.**

<b>Council Goals</b>	<b>Deadline</b>
5.1.1 Community Media: Participate in two community media programs on radio or television.	01/31/22
5.1.2 Press Releases: Create and implement a system for issuing regular press releases concerning Council-related news, including Board and other volunteer positions, service projects and fundraising events.	01/31/22
5.1.2 Council Web Site: Explore a cost-effective plan to modernize web site and keep it updated with current information	06/30/21
5.1.3 Year of Service: Promote Council's Year of Service in 2022	01/30/23

**5.2 Promote Fundraising: Support Council's efforts to increase fundraising**

<b>Council Goals</b>	<b>Deadline</b>
5.2.1 Friends of Scouting: Update and refresh FOS campaign materials.	06/30/21

**5.3 Promote Camp: Support Council's efforts to increase camping at Gorham Scout Ranch**

<b>Council Goals</b>	<b>Deadline</b>
5.3.1 Camp Video: Produce a video depicting camp facilities and activities and post it on You Tube.	04/30/21

**5.4 Promote Membership: Support Council's efforts to increase membership and retention**

<b>Council Goals</b>	<b>Deadline</b>
5.4.1 Membership Communications Plan: Work jointly with Membership Committee to develop a membership communications plan organized around a few critical recruiting and retention messages.	06/30/21
5.4.2 Social Media Accounts: Refresh Council's Instagram and Facebook accounts.	06/30/21
5.4.3 Social Media Posting: Integrate a few critical recruiting and retention messages into a regular posting schedule of at least two posts per week on Instagram and Facebook.	06/30/21

## **6 District Operations: Support Improvement in District Performance. (VP Operations)**

**6.1 Volunteer Recruitment: Assist recruitment of volunteers in each district to ensure membership and other essential district functions are performed.**

<b>Council Goals</b>	<b>Deadline</b>
6.1.1 Membership Committee Recruitment: Using the district nominating committee process, recruit a district chair, membership lead and commissioner for each district and recruit and train sufficient volunteers to carry out district membership responsibilities.	01/31/22
6.1.2 District Volunteer Recruitment: Ensure each district develops and maintains a list of prospective volunteers and reports on volunteer recruiting efforts at each district operations meeting.	01/31/22

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

<b>Council Goals</b>	<b>Deadline</b>
6.2.1 Operations Team Meetings: Conduct two Operations Team meetings per year.	12/31/21
6.2.2 Council Coordinated Committee Meetings: Conduct two Council Coordinated Committee meetings per year, alternating with Operations Team meetings.	12/31/21

**6.3 Charter Partners: Enhance Council's relationships with charter partners.**

<b>Council Goals</b>	<b>Deadline</b>
Meetings with Charter Partners: VP for District Operations and other members of Operations Team to conduct individual meetings with all charter organization representatives to solicit feedback and explore growth opportunities.	01/31/22

## **7. Finance: Responsibly Manage the Council's Finances. (VP Finance)**

### **7.1 Cost Containment: Limit Council's costs.**

<b>Council Goals</b>	<b>Deadline</b>
7.1.1 Develop Plan: Evaluate Council expenses and report to Key 3 and Executive Committee on cost containment plan, including assessments of cash flow.	05/31/21
7.1.2 Execute Plan: Oversee implementation of cost containment plan adopted by Executive Committee	06/30/21

### **7.2 Debt Management: Reduce Council's debt compared to 2020.**

<b>Council Goals</b>	<b>Deadline</b>
7.2.1 Payment of Debt to National BSA: Develop and execute plan for payment of Council's outstanding debt to National BSA.	01/31/22
7.2.2 Re-payment of COVID Loans: Develop and execute plan for re-payment of Council's outstanding debt to governmental entities for COVID-related loans.	01/31/22

### **7.3 Lease management: Sublease Council's building.**

<b>Council Goals</b>	<b>Deadline</b>
7.3.1 Market Excess Space: Continue marketing excess space for sublease.	01/31/22

### **7.4 Fiscal Management: Maintain positive unrestricted net assets.**

<b>Council Goals</b>	<b>Deadline</b>
7.4.1 Assets to Expenses Ratio: Maintain positive unrestricted net assets in Council operating funds supporting annual operating expenses to achieve a 0.08 ratio of such assets over expenses.	01/31/22

### **7.5 BSA Bankruptcy: Protect the Council.**

<b>Council Goals</b>	<b>Deadline</b>
7.5.1 Payment of Settlement Contribution: Develop and execute a plan to raise funds to contribute to settlement of claims alleged in the BSA bankruptcy	01/31/22



## **8 Development: Increase Council Fundraising. (VP Development)**

**8.1 Partnership for Scouting: Raise \$500,000 in partnership revenues, including FOS and product sales.**

<b>Council Goals</b>	<b>Deadline</b>
8.1.1 Popcorn Sales Participation: Increase number of units selling popcorn.	12/31/21
8.1.2 Popcorn Sales Proceeds: Increase net proceeds of popcorn sales.	12/31/21
8.1.3 Jerky Sales Participation: Increase number of units selling jerky.	05/31/21
8.1.4 Jerky Sales Proceeds: Increase net proceeds of jerky sales.	05/31/21

**8.2 Special Events: Increase net proceeds from special events.**

<b>Council Goals</b>	<b>Deadline</b>
8.2.1 Sporting Clays: Increase net proceeds of Sporting Clays Tournament by 10%.	10/31/21
8.2.2 Online Auction: Increase net proceeds of online auction by 10%.	12/31/21

**8.3 Major Gift Development: Raise \$50,000 in major gifts through cash, bequests, naming opportunities and deferred gifts in 2021.**

<b>Council Goals</b>	<b>Deadline</b>
8.3.1 Major Donor Prospect List: Gather information from Council relationships and public sources to create list of prospective major donors. List should include individuals, companies and foundations.	01/31/22
8.3.2 Approach Major Donors: Approach prospective major donors with an "ask" on behalf of Council.	01/31/22

## **9 Endowment: Grow the Golden Arrow Society. (VP Endowments)**

### **9.1 Locate Donors: Identify prospective endowment donors.**

<b>Council Goals</b>	<b>Deadline</b>
9.1.1 Create Endowment Donor Records: Incorporate into directory of prospective donors information as to donor histories and which donors have included the Council in their will.	01/31/22
9.1.2 Maintain Endowment Donor Records: Develop and execute a system for maintaining current records concerning prospective endowment donors.	01/31/22
9.1.3 Conduct a Wills Survey: Survey donors and prospective donors to determine who has included the Council in their will.	01/31/22

### **9.2 Cultivate Donors: Encourage prospective donors to support endowment.**

<b>Council Goals</b>	<b>Deadline</b>
9.2.1 Promote Awareness of Golden Arrow Society: Promote awareness of our endowment fund through periodic articles in Trailmarker newsletter.	Ongoing

## **10 Alumni Relations: Increase Council Support From Scouting Alumni (VP Alumni Relations)**

### **10.1 Alumni Communications: Increase Council's communications with alumni.**

<b>Council Goals</b>	<b>Deadline</b>
10.1.1 Develop Database: Develop a database of Scouting alumni including Eagle Scouts, Silver Beavers, Woodbadge Association, parents and interested Scouters.	01/31/22
10.1.2 Updating of Database: Develop a process for regularly updating the database of Scouting alumni	01/31/22

### **10.2 Alumni Recognition: Increase recognition of alumni at Council events.**

<b>Council Goals</b>	<b>Deadline</b>
10.2.1 Develop Recognition List: Develop a list of accomplished scouting alumni to invite to and recognize at Council events.	01/22/22
10.2.2 Recognition Plan: Designate an accomplished scouting alumnus for recognition at each Council event.	01/31/22

**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’s Executive Board of Directors from the racial, ethnic, religious and geographic communities that comprise the Council. Increase the recruitment of community leaders to the Executive Board.**

<b>Council Goals</b>	<b>Deadline</b>
11.1.1 Nominating Committee: Council’s Nominating Committee meets quarterly to develop prospects for Executive Board.	01/31/22
11.1.2 Executive Board Prospect List: Develop permanent rotating list of prospects for election to Executive Board.	01/31/22

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

<b>Council Goals</b>	<b>Deadline</b>
11.2.1 Chair Recruitment: Recruit a risk management chair.	06/30/21
11.2.2 Committee Recruitment: Recruit a risk management committee of three to five members.	09/30/21
11.2.3 Risk Management Committee Meetings: Conduct meetings of committee to formulate risk management plan.	01/31/22
11.2.4 Plan Adopted: Adopt risk management plan	01/31/23

**11.3 Strategic Plan: Council maintains a viable strategic plan and strategic planning process.**

<b>Council Goals</b>	<b>Deadline</b>
11.3.1 Execution of 2021 Strategic Plan: Council executes the current strategic plan until a new strategic plan is adopted.	Ongoing
11.3.2 Strategic Plan Review: Facilitated by the Immediate Past President or other designated member of the Executive Committee, in October/November 2021 the Council officers will review the Council’s progress in executing the 2021 Strategic Plan and engage in advance planning for the 2022 Strategic Plan.	11/30/21
11.3.3 Preparation of New Strategic Plan: Facilitated by the Immediate Past President or other designated member of the Executive Committee, in February 2022 the Council officers will further review the Council’s progress in executing the 2021 Strategic Plan and formulate the Council’s goals for the 2022 Strategic Plan	02/28/22
11.3.4 Adoption of New Strategic Plan: At the March 2022 meeting of the Executive Committee, the committee will recommend the 2022 Strategic Plan for adoption by the Executive Board. The Executive Board will adopt the 2022 Strategic Plan at its March 2022 meeting.	03/31/22