

## BSA – HC Strategic Plan

2012 - 2017

### Introduction

The development of a Strategic Plan requires three distinct analyses. First, it is necessary to assess the existing strengths and resources of the organization. Second, it is equally important to assess the existing limits or weaknesses of the organization. And third, it is necessary to develop specific recommendations that build on the strengths, and work to eliminate the weaknesses.

The Housatonic Council Boy Scouts of America has very notable strengths. The Board, the Volunteers, and the Scout Executive and Staff are all highly dedicated and capable in their respective roles. The Council has many years of experience and tradition that constitute a solid foundation for the Council's future progress. And the Council's physical facilities – particularly Camp Strang and its appurtenances – are a remarkable resource for both our Scouts and the Council at large.

On the other hand, the Council has challenges that must be effectively addressed if the Housatonic Scouting program expects to reach the full excellence of which it is capable. These challenges are of three types: (1) Operational, including the need to expand every feature of our current program – and reverse what has been a gradual “down-sizing” of activities over the past 10 years; (2) Structural, to strengthen the internal processes of the Council to reflect the best practices of Council administration, so as to be able to maximize the impact of the Council's programmatic work; and (3) Resource Development, to assure that the Council has the financial wherewithall to achieve its goals.

This plan addresses each of these three challenges, and concludes with a review of physical improvements, primarily at Camp Strang, that are priorities that can be achieved if the underlying Operational, Resource Development, and Structural challenges are properly met.

I. Operations:

The key issue affecting operations is the need to grow the activities of the Council. Growth for growth's sake is not a worthy goal, but that is not Housatonic's posture. Rather, over the past ten years the Council has seen a slow but steady decrease in the scope of its operations, fewer Scouts, fewer Troops, fewer Cubs, fewer Packs, etc. In order to stem this tide, two major changes are necessary. Fortunately, the Council has already taken the first of these steps: the re-establishment of the position of District Director – a professional staff member specifically charged with unit growth and increasing individual Scout participation. The second step is the implementation of a plan for re-invigoration and expansion of the Council's units (with the necessary related improvements in volunteer recruitment and training), as detailed herein:

	<u>Dead-</u> <u>line</u>	<u>Committee</u> <u>Responsible</u>	<u>Staff</u> <u>Assigned</u>	<u>Board</u> <u>Approval</u>
• District Director				
○ Confirm Job Description to include tasks from this Plan	2012	Ex. Board	SE	Yes
○ Have F/T in 2012 Budget	2012	Ex. Board	SE	Yes
• Unit Growth / Membership				
○ Cub Scouts - +2% each year ( <b>overall and each unit</b> )	Annual	Program	DD	n/a
○ Seek additional Cub Scout Packs <b>Goal: 1 new unit each year</b> – Priority: Ansonia and Derby	Annual	Program	DD	n/a
○ Scouts - +1% each year (overall and each unit)	Annual	Program	DD	n/a
○ Seek additional Boy Scout Troops			DD	n/a
□ Ansonia (Troops)				
○ Holy Rosary				
○ Other Sponsors				
□ Derby (Troops)				
○ St. Jude's				
○ Other Sponsors	<b>Goal: 1 new unit each year</b>			

- Venture Crews (See Venture Crew Plan previously prepared by SE)

	<u>Dead- Line</u>	<u>Committee Responsible</u>	<u>Staff Assigned</u>	<u>Board Approval</u>
<ul style="list-style-type: none"> <li>* Expand Participation/ Develop new leadership</li> <li>* Get to national average in crews ("12")</li> </ul>				
} <b>Goal: Over five (5) years develop at least two (2) crews in different towns</b>	Annual	Program	DD	n/a
○ Learning for Life				
<ul style="list-style-type: none"> <li>□ Reactivate programs at Derby H.S. and Shelton I.S.</li> <li>□ Exploring               <ul style="list-style-type: none"> <li>* Reactivate Shelton Ambulance Post</li> <li>* Investigate possibilities with Storms &amp; ARMS</li> <li>* Use Oxford Ambulance as example;</li> <li>* Consider Sea Scout "Ship" (if opportunity presents)</li> </ul> </li> </ul>	June '13	Learning for Life/Exploring	DD	Yes
} <b>Goal: 1 new unit every year (at least 3 over the next five years)</b>	Annual	Learning for Life / Exploring	DD	n/a
● Camping				
<ul style="list-style-type: none"> <li>○ Build on Strengths of Day Camp (Cubs)</li> <li>○ Expand Cub / Webelos Resident Camping</li> <li>○ Market Camp Strang to other Councils without comparable facilities               <ul style="list-style-type: none"> <li>□ Identify possible target Councils (e.g. Greenwich, Western Massachusetts)</li> <li>□ Develop Package/Proposal</li> <li>□ Implement Marketing</li> </ul> </li> <li>○ Identify Spring and Fall uses (with analysis of expenses and revenues)</li> <li>○ Develop Plan to offer Venturing / High Adventure Youth Activities</li> </ul>	Annual	Program	DD	n/a
	Annual	Program	DD	n/a
	Annual	Program	DD	n/a
	9/2012	Program	DD	Yes
	2013	Program	DD	n/a
● Volunteer Recruitment, Training and Organizing: Preparation of a Program Growth Plan that incorporates all of the above (see also below)	2012	Program	SE/DD	Yes

## II. Structural

This plan identifies several structural improvements that should be made at the Housatonic Council. Most importantly, financial activities should be modernized by the implementation of an “overhead cost allocation” system – so that each activity of the Council carries its fair share – and not more nor less than its fair share – of the over-all burden of Council expenses. The informal approach now utilized may have been good enough in the past, but we have seen that it has real weakness. Similarly, the financial operations of Camp Strang raise issues from time to time. These questions would be answered through a more transparent approach to Council finances, which an “overhead cost allocation” system would provide.

Other topics of concern also emerged during the planning process: the need to engage more volunteers in the organization (e.g. a District Committee, more participation from the business Community, and more diversity at all levels of the organization, including the Executive Board). The plan addresses each of these items.

	<u>Dead-line</u>	<u>Committee Responsible</u>	<u>Staff Assigned</u>	<u>Board Approval</u>
• Finance				
○ Develop cost allocation system to properly identify overhead costs of activities	7/1/12	Ex. Board	Treasurer, SE & CPA	Yes
□ determine cost factor (e.g. ½ days of scout participation)				
□ establish annual cost-allocation plan			SE	Yes
○ Camp Finances				
□ Update system to “close” by 9/30	7/1/12	Ex. Board	SE & CPA	Yes
□ Confirm D.D. job description to include Camp Director responsibilities	2012		SE	Yes
• Governance				
○ Recruit District Committee (15 +/- members)	7/1/12	Nom.	SE & DD	Yes
□ Training Plan for Committee and Volunteers	12/31/12	Admin	SE & DD	Yes
□ Create Long Term Scout Volunteers Recruitment Plan	12/31/12	Admin	SE & DD	Yes

- |                          |   |                |         |          |        |
|--------------------------|---|----------------|---------|----------|--------|
| <input type="checkbox"/> | Committee to meet regularly (8 +/- times per year)  | 12/31/12       | Admin   | SE & DD  | Yes    |
| <input type="checkbox"/> | “Job Description” for the District Committee to be detailed, per BSA template, including activities, advancement, camp promotion, popcorn sales, membership and FOS.  | 12/31/12       | Admin   | SE & DD  | Yes    |
| ○                        | Develop training plan for CM’s & SM’s   | 12/13          | Program | SE & DD  | n/a    |
| -                        | Establish training matrix   |                |         |          |        |
| -                        | Monitor for successful implementation of plan   |                |         |          |        |
| ○                        | Board of Directors - Needed Skills  |                |         |          |        |
| <input type="checkbox"/> | Employer Representation (incorporate a Business Advisory Council into the existing advisory structure)  | 2012           | Nom.    | SE       | Yes(?) |
| <input type="checkbox"/> | Fundraising   | 2013           | Nom.    | SE & BOD | Yes    |
| <input type="checkbox"/> | Diversity Representation  | 2014           | Nom.    | SE & BOD | Yes    |
|                          | * African American  |                |         |          |        |
|                          | * Hispanic  |                |         |          |        |
| ○                        | Continued Attention to Strategic Plan:  | 2012           | Admin.  | SE & BOD | No     |
|                          | * Twice annual meetings of the Executive Board’s Strategic Planning Committee, with follow-on reports to the full Board through the Vice-President for Administration and/or Strategic Planning Committee Chair, <b>producing twice annual strategic plan updates</b> | and subsequent |         |          |        |
| ●                        | General   |                |         |          |        |
| ○                        | Update and maintain Council Web-Site  | 1/1/13         | Admin.  | SE       | n/a    |
| ○                        | “Valley Scouter” should be published at least quarterly – plus special occasions as warranted   | 10/1/12        | Admin.  | SE       | n/a    |
| ○                        | Contributor names on the Service Center plaques should be updated and repaired  | 10/1/12        | Admin.  | SE       | n/a    |
| ○                        | Maintain comprehensive mailing and email list of all Scouts and Scouters in the Council   | 10/1/12        | Admin.  | SE       | n/a    |
| ○                        | Each unit should have representation on the following Committees: publicity, properties, fundraising, Membership, activities, training, advancement and camping   | 12/31/13       | Admin.  | SE       | n/a    |

### **III. Resource Development**

Finances are far from the only element needed to advance the Housatonic Council. On the other hand, the lack of adequate financial resources over the past several years has both hampered the Council's desired activities and has also frequently occasioned an atmosphere of stress and disappointment. The plan herein sets out a multi-step process by which the Council's fundraising activities – and resulting resource availability – can be moved substantially in a positive direction.

It is understood that the new District Director is responsible for that portion of the Council's over-all fundraising work that is associated with unit activities. That is appropriate: the development of units primarily requires the identification of new, incoming scouts and adult leaders. And part of being invested in Scouting as an adult is carrying a small allotment of responsibility for the financial well-being of the Council. In contrast, the resource development addressed here is the major fund-raising (apart from unit activity) that the Council should rightly rely upon for its over-all Council-wide advancement.

This plan is based on the understanding that major fundraising is not a volunteer activity. Of course, volunteers (parents, troop leaders, board members and advisors, etc.) are hopefully helpful in raising funds for our Scout organization. But to raise a significant amount of money on an on-going basis -- day-after-day and year-after-year -- requires, like any other professional task, the dedication of professional skills and efforts towards achievement of that goal. This plan calls for the addition to the Scout Office staff of a full time **professional resource development staff member**, phased in during 2013 (1/2 Year), and fully engaged for 2014 (1.0 FTE). As contemplated herein, the Council's funding each year should expand (from the current level of about \$175,000) to a combined level of about \$470,000, which for an organization with the volunteer support, public recognition, and underlying demographic base of the Housatonic Council is eminently reasonable. It may seem ambitious, but the correct way to look at it is to

observe that the Council is presently already raising roughly 40% of the desired goal amount with no exclusively tasked staff resources. A professional fund-development staff member should reasonably be able to raise the other 60% - applying him/herself on a full-time basis.

	<u>Dead- line</u>	<u>Committee Responsible</u>	<u>Staff Assigned</u>	<u>Board Approval</u>
• F/R Staff:				
○ Prepare Development Staffer (F/R) Job Description	Fall'12	Ex. Board	SE	Yes
□ Fundraising Only (Grant Development by Scout Executive & Volunteers)			SE	n/a
○ Hire Development Staffer – Effective 7/1/13 (1.0 FTE)	7/1/13	N/A	SE	n/a
○ Total Annual F/R = \$400,000 (see below), plus F/R costs (e.g. \$50,000 p.a. (+/-) + 20% fringes = 60,000), plus raise for results above \$300,000 p.a. Total = \$400,000 + 60,000 + 8,000 = \$468,000 p.a.		F/R	FR	n/a
• Develop specific Fund Raising Plan for each Component (including a training plan for all individuals involved in volunteer F/R activities).	11/15/13	F/R	SE & FR	Yes
○ See BSA “Fundraising Observations” for the Housatonic Council, April 28, 2009				
○ Set goals for each unit; move non-performing units to par			SE & FR	Yes
○ Reorganize Structure of Special Events			SE & FR	Yes
□ To organize sustainable, balanced schedule of events				
□ To meet dollar goals				
□ Restore “Good Scout” as a Spring event				
□ Organize 2 <sup>nd</sup> “Good Scout” event beyond Shelton (i.e. for the “Valley” Towns)				
□ The Council’s Eagle Scout Association to hold at least one major fundraiser annually. There should be a meeting of the general membership of the E.S.A. at least twice annually.				

- Establish separate goals and revenue streams for SE & FR Yes
  - A. Annual Funds [all direct (e.g. FOS) and indirect (e.g. UW) support]
    - **\$225,000 p.a. + 5% each year** FR n/a
  - B. Endowment Fund (to achieve equivalent of 20% of operating budget from endowment would require a total endowment of \$2,500,000: \$500,000 budget x 20% = \$100,000, at 4% return = \$2.5m)
    - **\$25,000 p.a. (compounding at 25% growth for 10 +/- years on an existing base of \$300,000 = \$2.5 m)** FR n/a
  - C. Capital Campaigns
    - **\$50,000 p.a.** FR n/a
  - D. Funded depreciation
    - **\$100,000 (+/-) p.a.** FR n/a
    - 1/20<sup>th</sup> of total value each year
  - E. Total of A, B, C + D = **\$400,000**

- Fully implemented Fundraising Plan as budgeted in 2013 & 2014 annual Budgets 2013 & 2014 F/R FR/SE N/A
- Activate GSA Giving Levels / Recognitions (e.g. "Guardians" at \$1,000 each) 6/2013 F/R FR/SE N/A
- Maintain comprehensive mailing and email lists of all individuals and businesses who donate, or have donated, to the Council 12/31/13 F/R FR/SE N/A

#### IV. Appendix - Capital Issues

Capital Issues are at their heart financial concerns. And the method for the development of adequate resources to address capital matters is described above in the discussion on fundraising. This Plan also addresses the priority uses of the planned new financial resources - set out below:

- |  | <u>Cost</u> | <u>Staff Assigned</u> | <u>Board Approval</u> |
|--|-------------|-----------------------|-----------------------|
| • Camp Strang (from 2008 Report)                   |             |                       |                       |
| ○ Brownsea well to be re-commissioned or relocated | \$30,000    | SE                    |                       |



	<u>Cost</u>	<u>Staff Assigned</u>	<u>Board Approval</u>
○ Dining Hall	\$1,000,000	SE & DD	
□ Fix immediate Foundation Problems	\$50,000	SE	
□ Question of (a) retrofitting (e.g. Kitchen outdated) and expansion vs. (b) new facility: BSA Engineer do study to determine	\$5,000	SE & DD	
□ Implement Engineer's recommendation (See also Site Visit Report of 1/14/12)	per above	SE	
□ Mess Hall Septic Replacement (need certifying-water usage-Colby repaired said good as new)	TBD	SE	Yes
○ Construct three (3) open-air pavilions at Camporee and 2 other locations	\$30,000 ea. = \$90,000	SE	Yes
□ (e.g. between training center and dining hall)			
○ Tierney Lean-tos			
□ Area needs to be developed based on future high-adventure programs.	n/a	SE	n/a
□ Confirm that the Lean-To's have 30 s.f. per camp year	n/a	DD	n/a
□ Increase accessibility to Scatticook Rd down to the Tierney Lean-To's	\$100,000	DD	Yes
○ Waterfront			
□ Expand beach	\$50,000	DD	Yes
□ Improve staff living area	\$200,000	DD	Yes
□ Repair wall	\$10,000	DD	Yes
□ Waterfront / High house	TBD	DD	Yes
○ Tierney Building			
□ Vent attic	\$5,000	SE	Yes
□ Tear down Bassett chimney or repair	\$10,000	SE	Yes
○ Training Center			
□ Drainage	\$50,000	DD	Yes
□ Ant damage to floors: repair and then replace tile	\$50,000	DD	Yes
□ Paint inside	\$50,000	DD	n/a

- |   |          |    |     |
|---|----------|----|-----|
| □ New UI pole and service               | \$10,000 | DD | n/a |
| □ Well: raise floor, reseal and re-vent | \$5,000  | DD | Yes |

- A. Other Camp Committee Comments (Items in priority order) (determine cost estimates, and those we will be committed to, as opposed to “wish list”, during 2012, concluding with an updated Capital Plan by Winter 2012/13)
- |   |                |     |
|---|----------------|-----|
| Admin., Strategic Planning, & Camp Committees | Committee & SE | Yes |
|---|----------------|-----|

Projects	<u>Assessment Date</u>	<u>Staff Assigned</u>	<u>Board Approval</u>
1. Berm Rifle Range & Signage	2012/13	SE	Yes
2. Lighting T-12 / T-6 fixtures	2012/13	SE	Yes
3. High Adventure Program	1Q/2013	SE	Yes
4. Decommission Chesapeake Obstacle Course	2012	SE	Yes

B. Other Program Enhancements

1. Action Archery/Paintball	2012/13	SE	Yes
2. Wireless Communication Sys.	2012/13	SE	Yes
3. Full Time Ranger	2012/13	SE	Yes
4. COPE/Climbing Wall	2012/13	SE	Yes
5. Tennis/Basketball Court	2012/13	SE	Yes
6. Outpost Site	2012/13	SE	Yes
7. Energy to Latrines & Lean-tos	2012/13	SE	Yes
8. Cub Scout friendly environment	2012/13	SE	Yes
9. Running Track	2012/13	SE	Yes

<u>Projects</u>	<u>Assessment Date</u>	<u>Staff Assigned</u>	<u>Board Approval</u>
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C. Other Maintenance Projects that need to be addressed

1. Staff Housing	2012/13	SE	Yes
2. Training Center Repairs	2012/13	SE	Yes
3. Rethink Garbage Shed	2012/13	SE	Yes
4. Griswold Road	2012/13	SE	Yes
5. Waterfront Electric Underground	2012/13	SE	Yes
6. Amphitheater Seating	2012/13	SE	Yes
7. Camp Tent Replacement	2012/13	SE	Yes

## Conclusion

The Housatonic Council Boy Scouts of America is poised to make very significant progress in the next five years. The Strategic Planning Committee will meet annually (mid-year) to review progress in the implementation of this plan, and to make recommendations for changes and updates in the Plan as appropriate. That will help to assure that the promise of our Council's progress is realized in the achievements we are all committed to delivering to the young men of the Housatonic area.

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### Sources:

- 1) "BSA/HC – Marketing Analysis"
- 2) "2010 Progress Review and the Charter Presentation"
- 3) Camp Strang Committee
- 4) Camp Strang 2010 Visitation Committee Report
- 5) Prior Strategic and "Long Range" Plans
  - o 1994
  - o 2007
  - o 2009
- 6) 2008 Executive Board Retreat Notes
- 7) 2010 Centennial Quality Council Report (BSA)
- 8) BSA – Orientation Guide for Executive Board Members
- 9) BSA – National Council Strategic Plan 2011-2015
- 10) BSA – Local Council Strategic Planning Workbook – 2006
- 11) BSA – Council Strategic Management Start-Up Guide – 2010  
Note: Specify BSA "Benchmarks"  
See Local Council Strategic Planning – Benchmarks for Services, No. 14-985C
- 12) Camp Committee In-put – 2011
- 13) Camp Committee Site – Visit Report – 1/14/17
- 14) "Fundraising Observations" for BSA/HC – by Craig Poland, BSA Associate Regional Director,  
4/28/09

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