



BOY SCOUTS OF AMERICA®
MAYFLOWER COUNCIL

Long-Range Strategic Plan



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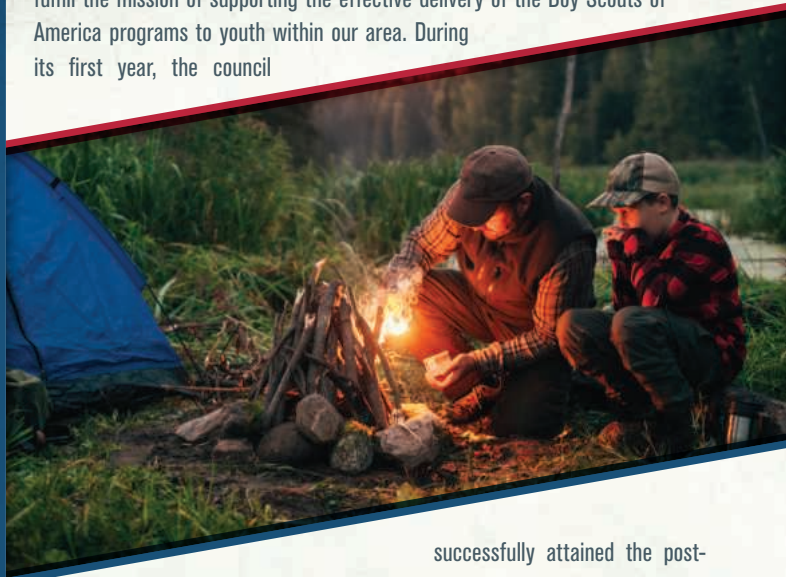


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Introduction

Introduction

The following document is the first Strategic Plan to be adopted by the Mayflower Council. Following its creation by the merger of two legacy councils in May 2017, the Mayflower Council has focused on creating a single, unified council to fulfill the mission of supporting the effective delivery of the Boy Scouts of America programs to youth within our area. During its first year, the council



successfully attained the post-merger goals set by the Board, including the hiring of a Scout Executive, reorganization and alignment of districts and alignment and hiring of professional and administrative staff.

Having completed the immediate post-merger tasks, the Council recognized the need for an appropriate strategic plan to establish goals for the next phase of the Council's development and to define initiatives to meet those goals. The purpose of the strategic plan is create a road map expressing the Council's direction and priorities, against which the Council's future decision-making can be compared for consistency with those long-term goals. Having a strategic plan in place is both a "best practice" for any charitable organization, but also a requirement for a BSA council.

The Strategic Planning Committee believes that the appropriate scope of the current strategic plan should be two to three years. While the BSA generally recommends a five-year plan, a shorter plan seems appropriate for a "new" council and two to three years appears to the committee to be an appropriate time horizon for adjusting the plan to address evolving Council priorities and challenges.



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The Strategic Plan Committee adopted three Strategic Initiatives – Financial Stability, Membership Growth and Unit Service. The Committee believes that these initiatives correlate to the areas of emphasis adopted by the Council Key 3 and that those initiatives capture the needs of the Council at this stage of its development. In reviewing the following plan, the reader will note that the three initiatives have substantial overlap – aspects of Finance are dependent on Membership while much of Unit Service is in place to support membership retention and growth. This makes sense, since the Council is a membership-driven organization which requires members to sustain its operations, but more importantly, to expand its membership is consistent with the mission of the Council. The overarching goal is to provide and support the programs of the BSA



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Initiative I

Initiative I Financial Stability

The Mayflower Council is a financially sound organization through a balanced funding model. Funding should not be a barrier to providing programs that fulfill our mission.

Objective

Meet the needs of Scouting through growth in operating, capital, and endowment funds to significantly develop resources, Council properties, and Council staff to provide service to our youth and communities.

We must ensure that we have financial resources to pay for Scouting today as well as in the future. Serving a growing number of young people will require a



significant increase in our operational budget. Increased demand for our programs will require significant investments in our properties. We will also need to emphasize endowment giving to ensure that we have necessary funding as we move into the future.

Key Issues and Challenges

Much progress has been made in strengthening Scouting in Southeastern Massachusetts and the MetroWest area. As a result of the consolidation of Scouting programs that served Greater MetroWest and the South Shore areas for over a century, the Mayflower Council is rich with the traditions and history of generations of scouts and scouting families. At this point in its history, key finance-related issues and challenges that the Mayflower Council needs to address include:

- I. Board Development**
- II. Donor Development**
- III. Sustainable Growth in Fundraising**
- IV. A New Council Service Center**
- V. Investment in Camp Properties**



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Initiative I



Strategies to Address Key Issues:

I. Board Development - Strengthen the Board's governance and deepen philanthropic investment from and through the board. The driving purpose of improving the Council's governance is to increase the impact that the Council's programs provide to young people.

- Educate and train the current board, in partnership with professional staff, to identify and cultivate prospective board leaders and donors. Recruit board leaders with an emphasis on institutional growth.
- Educate and train the current board members, in partnership with professional staff, concerning their roles in donor cultivation and solicitation.
- Educate and train the current board on understanding Council financial statements.
- Form a Nominating Committee focused on recruitment of new Board members to improve the diversity of the Executive Board and better reflecting the membership and communities being served.
- Designing a leadership succession plan, including individual



leadership development plans for selected board leaders and to consider re-focusing less involved Board members on non-Board roles in substantive committees.

II. Donor Development - Implement donor relations and retention program.

- Establish Council cultivation events as a point of entry for new donors and identify strategies to reengage previous donors.



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Initiative I

III. Sustainable Growth in Fundraising - Develop funding mechanisms that create a balanced budget to allow the Council to fulfill its mission of providing Scout related programming.

- Maintain a balanced budget with at least a \$5,000 surplus each year.
- Execute two or three annual high-quality, high-revenue, special events that improve our exposure to select demographics and generate significant funds.
- Increase income from the annual campaign "Investment in Character" campaign from \$300,000 in 2019 increasing by 3 percent each of 2020 and 2021. Increase project sales revenue by the same factor.
- Raise new operating funds through annual and renewable major gifts, thereby reducing the percentage of endowment revenue contributed to the operating budget by 2 percent the first year, 3 percent the second year and 5 percent by year three (i.e., 4.8 percent in 2019, 4.7 percent in 2020 and 4.5 in 2021).
- Expand giving to the Endowment fund through improved education of prospective donors and Board members on giving tools such as Annuities, Estate Planning, Deferred giving and other methods of planned giving. Establish an endowment solicitation committee.
- Develop a long-range capital fundraising plan based on a projection of capital expenditures including the need for a new Council Service Center and priorities for expenditure on Camp properties.

IV. New Council Service Center - Immediately institute a study committee to advise the Board concerning the location and acquisition of a new Council service center, including advice as to whether to acquire or rent a property. Plan and launch a major gifts campaign to secure the funds necessary to build, purchase or rent and maintain Council service center to meet the demands, provide for future operational needs.

V. Investment in Camp Properties - Working with the Board's properties and camping committee, develop a capital expenditure plan concerning future maintenance and improvement of the Council's camps. Create a capital expenditure plan for capital improvements and maintenance. Grow income from outside groups by increasing use of camp assets.



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Initiative II

Initiative II Membership

The Mayflower Council provides an opportunity for every eligible youth to participate in a high-quality Scouting experience.



Objective

To increase membership from 11,500 to 14,000 total youth members in the years 2019 through 2021 through increasing number of units, strengthening youth and leader retention and growing existing units, developing and nurturing community relationships, and embracing diversity within our communities. This reflects a growth in market share from 8.9% to 10.9%.

The BSA, and its Councils, are membership-driven organizations, focusing on increasing our membership numbers and “market share” is vital to our sustainability. While growing our numbers is key to our continued success, solely focusing on growth will not place us on a path to success. We must ensure that we maintain our strong retention efforts through effective and ongoing leader training and continuing to provide programs and outdoor facilities that are first-rate, relevant and innovative.

Developing achievable and measurable goals across key focus areas will enable us to successfully accomplish our objectives and set the Mayflower Council on a path to excellence and relevance in our sixty-two member communities with 128,592 total available youth.

Key Issues and Challenges

Key issues and challenges related to Membership include the following:

- Continued increase of competing options offered to our target market
- Change within our LDS community



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Initiative II

- Increasing cultural diversity within our member towns and cities
- Creating and maintaining relevant programs that attract our target audience
- Attracting volunteers
- Effectively spreading the message of the benefits and attractiveness of Scouting via the appropriate mediums for both youth and adults
- Achieving and maintaining optimal staff levels, especially in our unit-facing positions



Strategies to Address Key Issues

I. Increase Number of Scouting Units within Council

- Fully commit to Scouts BSA and introduce at least one new Scouts BSA Troop in every community in our Council.
- Create 30 new Exploring/Venturing/Sea Scouts units, leveraging our dedicated staff position to focus on this underdeveloped market. Focus should be on attracting net new membership versus cross-over of existing youth.
- Utilize our Marketing and Communications Committee and staff to develop and sustain a marketing and advertising campaign improve awareness of Scouting and Exploring and highlight our programs within our Council territory. The Board will support this campaign and review it annually.
- Create a task force to explore STEM Scouts program and its potential for implementation within Mayflower Council.

II. Increase Size and Health of Existing Scouting Units

- Embrace Family Scouting and introduce one new Family Scouting den in 50 percent of existing Packs (approximately 65 new dens).



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- Maintain current strong retention rates and gain five net new members in each existing Pack, Troop, Ship, Post, and Crew. Continue focus on innovative programs, such as Lions.
- Improve Webelos-to-Scout cross-over by developing an effective transition program. (Leverage OA for crossover ceremonies)
- Recruit, train, and support adult volunteers across the Council.
- Identify struggling units early and



address via hands-on support and guidance to ensure survival. Expand and support Council Commissioner Corps to ensure that every unit has support and visibility within their district and from the Council.

- Utilize our Marketing committee and staff to raise awareness of our strong and innovative programs and trained leaders. Highlight facilities and resources available to youth, parents, and volunteers and make information easily accessible via current social media channels.





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Initiative II

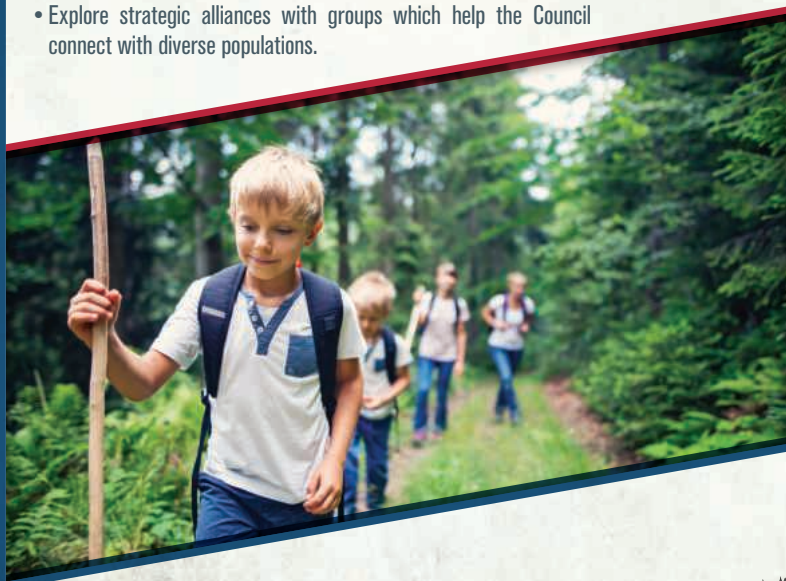
- Assist parents of prospective members by publishing on the Council website a unit listing that includes Unit Number, Meeting Day, Meeting Place, and Leader Contact.

III. Develop and Strengthen Community Relations

- Meet with schools, civic groups, and other sponsoring organizations within our communities to spread the message and enlist support for recruitment opportunities.
- Work with current LDS chartered units to provide its Scouts with options to join other in-town Packs and Troops and encourage continued relationships with Council.
- Leverage business organizations that already support our Council (i.e. camp work days, financial support, etc.) to offer additional services and/or opportunities to our membership, especially as it relates to career-awareness Exploring (internships, job shadows, career counseling, etc.)
- Explore partnerships with colleges and vocational schools to offer educational and career paths via Scouting program.

IV. Embrace the Diversity of our Communities

- Assure professional support for scouting in underserved communities and populations and oversee development and implementation of program. Assess potential part-time staff to serve those communities and populations.
- Strengthen and effectively market Scouting in Every Neighborhood (SIEN)
- Achieve a demographic balance among youth and volunteer membership that reflects the demographic make-up of our communities.
- Continue to provide registration and financial assistance to ensure that there are not impediments to new youth and volunteer recruitment.
- Explore strategic alliances with groups which help the Council connect with diverse populations.



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Initiative III

Initiative III - Unit Service and Support

The Mayflower Council will assist units to successfully operate, grow and better serve youth through the Scouting Program.



Objectives

In order to successfully implement effective unit service, the following four areas should be reviewed with an emphasis on improvement:

- Ongoing training for Commissioners, District Key Three and chairs of various district sub committees (Membership, Finance, Activities, Advancement, and Training.) Relationship building with our chartered partners in order to get those institutions more fully involved in the program.





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Initiative III

- Improve our current communication capabilities for both internal and external customers. Take better advantage of community communication resources at all levels of the organization. Know and understand the difference between Marketing and Public Relations. Train volunteers to use technology for unit communication (e.g., Scoutbook).
- Develop meaningful programs at each of our camps on a year-round basis. Track summer camp attendance at the unit level. Develop camp promotion capabilities to highlight Mayflower Camps both within and outside of our Council. Explore potential program partnerships with outside organizations that enhance program opportunities for the youth we serve.
- Recruit and fully train district commissioners to build ongoing relationships with local units and give them the tools to identify unit success in terms of membership, advancement and training. Develop an ongoing schedule of unit visits reportable to the District and Council Commissioners.



Key Issues and Challenges

- Weak District Committee involvement in Program, Training and Advancement. Difficulty in attracting volunteers to take part in district committee functions. Over-reliance on Council-based activities rather than developing district events.
- Difficulty in attracting adequate unit commissioners and training same.
- Utilizing individual personal communication to tell the story of Scouting in the cities and towns in our Council.
- Development of new program initiatives (STEM, welcoming female participants and recruiting additional female leaders to our programs).
- Further development of Venturing, Exploring and additional Sea Scout Ships.



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Initiative III



Strategies to Address Key Issues:

Unit Service Goals- Training and District Operations

- Training must be available for volunteers throughout the council within a time-frame which allows new leaders to become trained quickly upon volunteering.
- The Council Training Committee should provide guidance to District Committees including all appropriate district subcommittees.
- Schedule a District Operations Roundtable with key district participants from each district to share best practices on a semi-annual basis.
- Identify opportunities for Chartered Organizations and Chartered Organization Representatives to become involved at the District level and/or more involved at the unit level.





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Initiative III

- Recognize efforts and achievements of District volunteers to retain involvement and ensure less frequent turnover.
- Develop an ongoing succession plan for District committees and subcommittees.

Unit Service Goals- Communication

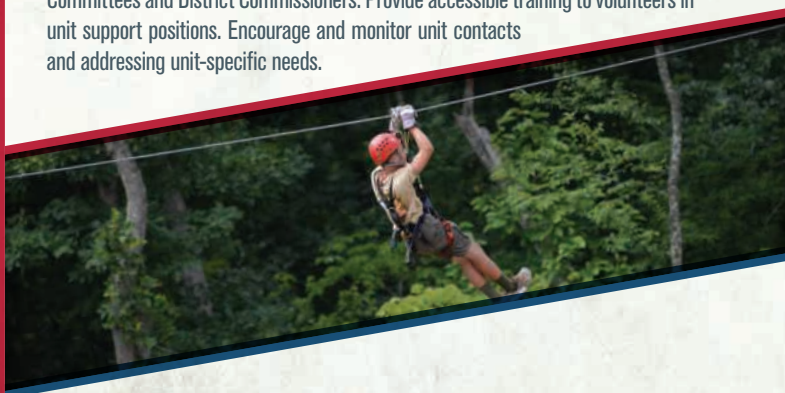
- Integrate the Council website in a communications and marketing campaign as the cornerstone of communicating our programs and policies and sharing content: (1) informing Scouts, parents and unit leaders of activities and policy and procedure within the Mayflower Council, and (2) providing an attractive “point of entry” to potential new members and tell our story to the communities we serve. Integrate social media communications in the overall campaign.
- Make the website, District website pages and Facebook pages and groups accessible for approved district committee members and event chairpersons to add content.



- Provide media contact lists for all media outlets (newspapers, radio stations, television local cable television to local unit Communications chairs and encourage local units to publicize local Scouting activities and events. Consider communications training for local units including guidance on use of the BSA brand. Consider a media-themed Exploring post.

Enhanced Commissioner Service to Better Serve Individual Units

- Recruit and train volunteers committed to unit service to fully staff District Committees and District Commissioners. Provide accessible training to volunteers in unit support positions. Encourage and monitor unit contacts and addressing unit-specific needs.



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Initiative III

Program and Camps

- Ensure Mayflower Council and its District program appeal to today's youth and satisfies parent objectives. Develop programs and activities that instill life-long values and encourage healthy lifestyles. Review these programs periodically to ensure that programs remain relevant and target and are accessible to all markets and backgrounds.
- Assure that Mayflower Council is fully adopts the Family Scouting programs and that its camps and facilities are prepared for changes required by such programs.
- Establish the Mayflower Council as the premier outdoor program provider and educator.
- Maintain active Council committees such as Outdoor Education, Conservation, COPE, Climbing, Aquatics and Shooting Sports and by adopt best practices in outdoor programs.
- Continue to assess and advance the facilities and outdoor offerings of each of our council camps with a focus on a master plan that aligns with future programming and the needs of Scouting.
- Grow youth camping attendance across age and gender as measured by Journey to Excellence guidelines.
- Identify and develop strong leaders through comprehensive youth Leadership and character development programs such as National Camp School, National Youth Leadership Training OA lodge leadership and Camp staff training.
- Develop a strong succession plan for youth leaders in each of the above programs.





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A silhouette of various outdoor activities along a shoreline, including a person fishing, a person on a surfboard, a person on a bicycle, and a group of people walking.

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