

# MONTANA COUNCIL STRATEGIC PLAN 2021-2025

## **Mission Statement**

The mission of the Boy Scouts of America is to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law

### **Scout Oath**

*On my honor, I will do my best to do my duty to God and my country and to obey the Scout Law; To keep myself physically strong, mentally awake, and morally straight*

### **Scout Law**

*A Scout is: Trustworthy, Loyal, Helpful, Friendly, Courteous, Kind, Obedient, Cheerful, Thrifty, Brave, Clean and Reverent*

## **Vision Statement**

The vision of the Montana Council, Boy Scouts of America is to develop character, integrity, and leadership in youth through quarterly programs, outdoor experiences and service to the community.

## **Competitive Advantages**

Strong awareness of BSA Brand and Scouting. Outstanding camp facilities at K-M Scout Ranch, Melita Island, Grizzly Base and the Montana Outdoor Adventure Base. Strong leadership on the Board of Trustees and the Board of Directors. Experienced and dedicated professional and support staff.

## **Organization-Wide Strategies**

- **Engagement:** Marketing, Communications, Membership, Community and Families, Customer Service
- **Program:** Camps, Merit Badges, Advancement
- **Infrastructure:** Facilities, Services, Finance, Staff/Personnel
- **Key Leadership:** Volunteers, Trained Leaders, Professional Staff, Board of Directors, Board of Trustees

## **Key Performance Indicators**

We will know we are successful when:

- 100% of total registered adult leaders that have completed required training
- 62% of council youth attending long-term camps
- K-M and Melita Island have an approved five-year plan
- Grow traditional youth membership by 2% each year
- 100% of Unit Commissioners are trained and active
- Begin each operating year with an increase in positive net assets
- We have a fun and exciting program, as seen by youth and volunteers, retention and activity increase and youth market penetration increase year to year

## **Implementation**

Empowerment of Staff...focus on achieving our desired results & outcomes from effective motivational leadership, which recognizes the strengths of our staff in achieving growth.

Strategic Alliances...identifying key strategic alliances and implementing collaborative efforts to grow Scouting.

Sustained Performance – focus our efforts on establishing sustainable programs that will allow us to achieve the desired results and achieve peak performance of our strategic benchmarks.

## Montana Council Strategic Plan 2021-2025

*“Building leaders of character today for better communities today and tomorrow”*

Our Goal is to develop character, integrity, and leadership in youth through quarterly programs, outdoor experiences and service to the community.

Supporting the Movement				Building the Movement		
Strategic Initiative #1	Strategic Initiative #2	Strategic Initiative #3	Strategic Initiative #4	Strategic Initiative #5	Strategic Initiative #6	Strategic Initiative #7
<i>Recruit, train, deploy, evaluate and recognize sufficient volunteers and staff to ensure effective performance and enhanced customer service.</i>	<i>Develop diverse revenue sources and endowment to create sustainable funding sources for enhanced operations and maintenance.</i>	<i>Increase and sustain communications among and between council, districts, units, volunteers and customers so there is a greater sense of partnership, oneness and connection.</i>	<i>Provide high quality camping programs that are attractive to today's youth.</i>	<i>Revitalize Scouting's image in the community and improve communications with all our communities.</i>	<i>Increase diversity through all phases of operations, volunteers and membership so we are representative of the communities that we serve.</i>	<i>Increase outreach and communications to partner organizations.</i>
1.1: Develop required staffing plan, professional and volunteer, at council and district levels.	2.1: Develop optimum diverse revenue base for present and sustainable council and district operations.	3.1: Improve communication between council and districts.	4.1: Increase the percentage of Scouts attending long-term camps and high adventure programs to 62%	5.1: Switch focus to positive youth development.	6.1: Reconfigure the council to ensure it supports a diverse membership.	7.1: We will have more and more diverse chartered partners.
1.2: Develop the capability to track, develop and evaluate volunteers.	2.2: Increase revenue base in all aspects of our council.	3.2: Improve communications between council, districts, units and volunteers.	4.2: We will build more exciting and relevant program and update them to keep current.	5.2: Better communicate our “diversified” image of Scouting to connect with communities.	6.2: Reflect community diversity in our council.	7.2: Increase buy-in and connection to chartered partners in understanding their role in Scouting.
1.3. Develop, train, evaluate and recognize volunteers.	2.3: Develop consistent funding approaches for capital needs to reduce burden on operating budget.		4.3: Augment camp ranger abilities to maintain facilities at council camps through <i>Campmaster</i> volunteer support teams.	5.3: Integrate “brand awareness” into communications, marketing, websites, emails.	6.3: Learn from others.	
1.4. Support the Nominating Committee process.	2.4: Increase revenue in endowment to create additional funding support for operations.		4.4: Continue to fundraise, enhance and create world-class facilities at our council-owned properties.			
1.5. Better integrate Executive Board into operations.						