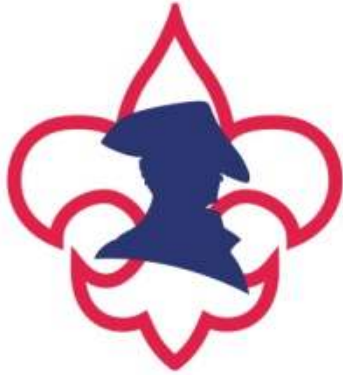


Anthony Wayne Area Council



Boy Scouts of America



Anthony Wayne Area Council

2009-2013 Strategic Plan





MISSION STATEMENT

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



The Boy Scouts of America has been the moral compass for millions of young men for the past 99 years, pointing them in a positive direction. The lessons Scouting teaches are embodied in the Scout Oath and Scout Law. Words like "on my honor..., duty to God and country, trustworthy, obedient, brave, and reverent" become part of the life-style of its members.

The Anthony Wayne Area Council is proud to play a key role in pointing the way to a positive and productive future for thousands of youth in northeast Indiana since 1917.

The 2009-2013 Council Long Range Plan will serve as our compass to point the way to continue us on our journey.



MEMBERSHIP COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

1. Youth population (TAY) for the Anthony Wayne Area Council is projected to raise an average of .5% per year through 2013. Total Available Youth will increase from 75,619 in 2007 to 77,914 in 2013.

The percentage of TAY registered in Traditional Scouting Programs in the Anthony Wayne Area Council (9% 12/31/06) falls short of the National Standard (15.5%) National Average (10.1%) and the average for Councils of similar size (10.4%).

2. Youth Population per Unit Serving executive is currently significantly higher than the National Standard. AWAC 12/31/2006 = 12,711 TAY per executive. National Standard = 8,000 TAY per executive.

RECOMMENDATIONS:

1. The minimal population growth will require the Anthony Wayne Area Council to increase market share or "density" in order to show growth in traditional membership. The Council should strive to serve 10%-10.5% of the available youth population by 2013. An annual growth of 2.5% - 3% of 2.5% will be required to achieve this objective. Special efforts should be made to increase our Venturing market share to 2%.
2. The Council should consider the employment of additional Unit Serving Executives to increase the effectiveness of our unit service and achieve membership growth objectives. Current District size, (How many units, % of TAY served, Geography) and potential for significant growth should be determining factors in this type of decision.

Any additional District Staff Positions should be given at least 3 years to achieve the desired growth objectives.

MEMBERSHIP COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

3. The average size of the AWAC Units falls short of the National and Regional average in all categories. The quality of Unit Programming has a direct bearing on the ability of individual units to attract and retain members.

The number of trained unit level volunteers is the key factor in unit program quality.
4. While the number of units per 100 TAY is in line with National averages, the committee identified several local communities where this measure falls significantly short of expectations.
5. More than 50% of Chartered Organizations in the Anthony Wayne Area Council are churches or church related. Only 15% of these religious Chartered Organizations are operating the "Whole Scout Family" of units (Pack, Troop and Crew).

RECOMMENDATIONS:

3. Specific plans need to be developed to recruit and train an additional 350 unit level volunteers by 2013. Special emphasis should be placed on training leaders to utilize the scouts themselves for leadership of Troops and Crews, (Patrol System) and on the use of Den Chiefs in the Cub Scouting program.
4. A county by county study should be conducted to identify specific areas where new units should be formed. Council, District and local community Scouting Volunteers and Professionals should be brought together to discuss the development of new units in these areas.
5. The Council should develop and implement plans to expand the use of Scouting by more area churches, encouraging them to become chartered organizations, and to operate the whole family of Scouting, a Pack, a Troop and a Crew.

MEMBERSHIP COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

- 6. The largest growth in population in the Council area is projected in the Hispanic and Asian communities.

- 7. Schools are seeking partners in developing and implementing "Character Education" programs. Many of these efforts are "after school" programs. The biggest obstacles to success are leadership and transportation.

- 8. All possible avenues of promoting Scout recruitment will be needed to continue membership growth for the duration of the long-range plan.

RECOMMENDATIONS:

- 6. The Council should continue and expand it's efforts through the Scoutreach District to reach these Communities. Programs like "Soccer and Scouting" Basketball Programs, youth center collaborations etc should be instituted, continued or expanded.

- 7. A dialogue should be started with Allen County School officials to explore ways that the Anthony Wayne Area Council and local School Systems could work together to overcome obstacles which prevent young people from Scouting participation.

- 8. The Council should continue and increase the efforts of the recently formed Marketing Committee to promote Scouting to Youth, Parents and the general public. The 100th anniversary of the Boy Scouts of America in 2010 would seem to provide a prime opportunity for such promotion.

Every effort should be made to maximize the promotional advantages of this event.

PROGRAM COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

CAMPING AND OUTDOOR PROGRAM

The Anthony Wayne Council has many programs and facilities that are under-utilized at the Anthony Wayne Scout Reservation. These programs include Family Camps, Weekend Camping, Project C.O.P.E (Challenging Outdoor Personal Experience), Climbing, Shooting Sports, and Aquatics. AWSR has averaged (not including summer camp) 1,000 camper days by scouts and non-scouts each year for the past three years (2005-2007).

RECOMMENDATIONS:

CAMPING AND OUTDOOR PROGRAM

The Anthony Wayne Area Council should increase promotion of the current programs, events, and facilities that are available to the units, youth, and families that it serves. Information should be made available to units about programs and facilities that can be utilized at the Anthony Wayne Scout Reservation. Direct mailings to scout families should be considered for council and district events to ensure information is reaching youth. The council should also look into increasing program offerings at AWSR to increase usage. For example, the Project C.O.P.E. Course could be used as a recruiting/relationship tool for schools. Many middle schools have used C.O.P.E. in the past as a program for seventh graders. *Reference Membership Recommendation #7.*

It should be the goal of the council to increase utilization of AWSR 5% each year through 2013.

2008	2009	2010	2011	2012	2013
1,100	1,155	1,210	1,270	1,330	1,395

PROGRAM COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

CAMPING AND OUTDOOR PROGRAM

Only 49% of traditional Boy Scouts are attending a week-long summer camp which is significantly less than the 2007 National average of 67%.

2007 showed a significant increase in Scoutreach membership yet 0% of these youth had a long-term camping experience.

RECOMMENDATIONS:

CAMPING AND OUTDOOR PROGRAM

The Anthony Wayne Council should strive to achieve the national average of Boy Scouts participating in long term camping by 2011.

In addition, the council should strive to maintain or exceed the national average each subsequent year.

Special efforts should be made to increase Scoutreach youth attendance at Summer Camp. Every Scout should have the opportunity for a long-term camping experience.

(Reference membership recommendation #6)

PROGRAM COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

CAMPING AND OUTDOOR PROGRAM

Cub Scout Resident Camp has had a significant increase in attendance over the past several years (69% since 2001). At the current rate of growth and intended growth in Cub Scout membership, the present resident camp structure (facilities and format) will not be capable of maintaining a quality program. Currently three sessions are offered, each operating at near to full capacity.

RECOMMENDATIONS:

CAMPING AND OUTDOOR PROGRAM

In the short term, the council should evaluate the need of a sixth week of Boy Scout Camp and adding a session of Cub Resident Camp in its place. Consideration should also be made to institute a graduated program for Cub Scouts & Webelos including a Webelos only Resident Camp where programs can be developed specifically for them.

The Anthony Wayne Council should strive to complete the expansion of Cub World in Camp Foellinger by 2013.

(Reference Membership Study Worksheet and Membership Recommendation #1)

PROGRAM COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

ACTIVITIES AND CIVIC SERVICE

As of 12/4/07, 24 of 119 units participated in Good Turn for America (GTFA) in 2007. GTFA is a great program for teaching the importance and value of giving to the community. Additionally, well planned and executed civic service activities can be fun, and raise the community profile of scouts and scouting. GTFA wraps up in 2010, the 100th anniversary of Scouting.

RECOMMENDATIONS:

ACTIVITIES AND CIVIC SERVICE

From now through 2010, GTFA should be promoted as a way to accomplish the goal of providing civic service while having fun with friends as well as raising the profile of scouting in the community. That should also have the added benefits of increasing retention and recruiting.

In 2011 through 2013, AWAC should plan activities that promote civic involvement at the Council level, and encourage Districts and units to hold or participate in civic service activities with the above goals in mind.

PROGRAM COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

ACTIVITIES AND CIVIC SERVICE

Responses to the Youth Survey used the words "fun and "friends" 64 and 40 times respectively.

RECOMMENDATIONS:

ACTIVITIES AND CIVIC SERVICE

Learning to make ethical choices and live the values of the Scout Oath and Law are the long term goals of scouting. They are reinforced through participation in Council, District, and unit activities. The immediate goal of all scout activities is fun.

For these goals to be attained by more scouts, current scouts must continue in the program, and new scouts must be recruited. In addition to being fun, some activities should be held that recruit by encouraging existing scouts to invite non-scout friends for a really great time. Outdoor activities and those held at Camp Chief Little Turtle offer potential new scouts an experience that they may not be able to otherwise enjoy. With more friends in the troop, a scout is likely to remain a member longer.

With the 100th anniversary of scouting in 2010, activities should be planned with that in mind. A Council Camp-o-ree should be considered along with other events.

PROGRAM COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

ACTIVITIES AND CIVIC SERVICE

Participation/attendance figures for activity based events are irregularly available.

RECOMMENDATIONS:

ACTIVITIES AND CIVIC SERVICE

Participation/attendance figures for Council activities should be recorded and retained for several years as one way to track the success and growth of these events.

PROGRAM COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

TRAINING

Direct Contact Leaders (DCL) trained as of Dec 07:

National - 27.4% (DCL Standard is 60%)

Central Region - 32.4% (highest regional %)

Area 2 - 33.9%

(Kalamazoo, MI is highest at 54.6%)

AWAC - 35.8%

DCL percentage in AWAC has increased from 32% to 35.8% from Program Director and District Training Chairs initiative to update training records.

RECOMMENDATIONS: Increase DCL

TRAINING

The goal of 100% trained leaders is an unrealistic target. While AWAC DCL is higher than National average, we should be able to achieve/exceed the highest percentage currently in Area 2 at 60%. We need to increase the percentage of Trained Leaders by 3.8% per year to reach 60% by 2013 per the following:

2007	2008	2009	2010	2011	2012	2013
35.8%	39.6%	43.5%	47.3%	51.2%	55%	60%

See Membership Committee Recommendation #3.

Imperative that leader training record are updated and maintained consistently. District Training Chairs are working to have this project finalized by March 31, 2008. AWAC must continue to stress the importance of accurate training records and ensure records are updated consistently.

AWAC should send monthly leadership changes to District Training Chairs (i.e. name, unit, position change, phone number, e-mail address), so personal contact about training can be made.

DCL importance warrants the cost of mailing flyers on training dates throughout council to new leaders and leaders changing positions.

Utilize council e-mail distribution list and send monthly flyer about training dates. Share distribution list with District Training Chairs.

PROGRAM COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

TRAINING

From past Basic Training surveys we know that 50% of adults don't know about Fast Start prior to attending Basic Training.

Approximately 60% attend training because a unit leader tells them about it; however, in some cases, the Top Leader doesn't pass information on timely.

National Youth Leader Training (NYLT) held at Camp Chief Little Turtle (CCLT) increased attendance from 16 in 2006 to 18 in 2007. 68% attend with another youth from their unit.

Wood Badge attendance averages 36 per course. One course cancelled since minimum quantity wasn't reached 30 days out.

Outdoor Training – requirement for Scoutmaster training.

RECOMMENDATIONS:

TRAINING

Direct Contact Leaders

Importance of training warrants the cost of direct promotion to leaders! (1) Upon registering new leaders, AWAC should send welcome packet including (a) letter of congratulations and welcome to BSA, (b) explanation of training required for their position, (c) training dates for their position throughout council, (d) AWAC website for Fast Start Training and Youth Protection, (e) how to verify that their training records are correct. (2) For leaders changing positions, AWAC should send postcards (cost effective) about training for their new positions throughout council.

Leadership Training – NYLT

Youth and units benefit from participation in the training. Devise promotions to appeal to youth with goal of increasing NYLT participation by 10% annually to achieve 28 participants by 2013.

Leadership Training – Woodbadge

Units, districts and council benefits from participants fulfilling tickets. Devise promotions to increase participation from current average of 36 to full course of 48.

Work with newly formed Marketing Committee to help with promotions of Basic, Outdoor and Leadership training to our volunteers.

PROGRAM COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

TRAINING

What is creating barriers to training?

Only 35.8% of Leaders in AWAC are trained.

Basic Adult Leader Outdoor Orientation (Baloo) & Outdoor Webelo Leader Training (OWL) attendance at Camp Chief Little Turtle (CCLT) by district for the past two years follows implies "location" barrier:

Pokagon	46%
Thunderbird	24%
Lincolnway	14%
Miami	14%
Unknown	1%
Wabash Valley	1%

National Youth Leader Training (NYLT) participation increased from 16 in 2006 to 18 in 2007. Participation by District implies "promotion barrier" or "cost" barrier (\$210):

Thunderbird	47.1%
Miami	35.3%
Lincolnway	17.6%
Pokagon	0.0%
Wabash Valley	0.0%

RECOMMENDATIONS:

TRAINING

Need to do annual Training Survey to determine barriers to training. Possible barriers may include dates, times, location, cost (i.e. NYLT or Wood Badge), child care, unit leaders providing training dates, didn't know about training, uncomfortable attending training by themselves or length of training (For example: Baloo/Owl is Fri. night to Sun. morning), while OLST is Fri. night to Saturday late afternoon).

Once survey is completed and analyzed, need to eliminate the barriers within our control.

Possibly random sample "new" leaders – trained and untrained - to find out how they learned about training or why they haven't attended training, what barriers they are encountering, etc.

Consider annual survey with help of Unit Commissioners. Randomly sample all ranks, trained or untrained leaders, etc.

Survey youth Scouts eligible to attend NYLT to determine their barriers.

PROGRAM COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

ADVANCEMENT AND RECOGNITION

Advancements per 100 Boy Scouts, AWAC:

Year 2002 - National Standard: 61.0 %, Actual: 51.4 % = 9.6 % below N.S.
 Year 2003 - National Standard: 61.0 %, Actual: 46.3 % = 14.7 % below N.S.
 Year 2004 - National Standard: 61.0 %, Actual: 49.9 % = 11.1 % below N.S.
 Year 2005 - National Standard: 61.0 %, Actual: 43.4 % = 17.6 % below N.S.
 Year 2006 - National Standard: 61.0 %, Actual: 50.4 % = 10.6 % below N.S.

TOTAL: 12.72 % below N.S.

Individual Advancements for Boy Scouts, AWAC:

Tenderfoot: 261, 2nd Cl.: 194, 1st Cl.: 185, Star: 164, Life: 132, Eagle: 70 = **2001Totals:1006**
 Tenderfoot: 312, 2nd Cl.: 257, 1st Cl.: 179, Star: 112, Life: 132, Eagle: 95 = **2002Totals:1087**
 Tenderfoot: 248, 2nd Cl.: 218, 1st Cl.: 232, Star: 163, Life: 122, Eagle: 108 = **2003Totals:1091**
 Tenderfoot: 299, 2nd Cl.: 220, 1st Cl.: 200, Star: 165, Life: 137, Eagle: 97 = **2004Totals:1118**
 Tenderfoot: 215, 2nd Cl.: 180, 1st Cl.: 164, Star: 154, Life: 103, Eagle: 99 = **2005Totals: 915**
 Tenderfoot: 241, 2nd Cl.: 229, 1st Cl.: 171, Star: 144, Life: 142, Eagle: 105 = **2006Totals:1032**

National Number of Eagle Scouts per Year:

2000: 40,029, 2001: 43,665, 2002: 49,328,
 2003: 49,151, 2004: 50,377, 2005: 49,895

Total Advancements per 100 Cub Scouts, AWAC:

Year 2002 - National Standard: 93.0 %, Actual: 53.7 % = 39.3 % below N.S.
 Year 2003 - National Standard: 88.5 %, Actual: 78.9 % = 9.60 % below N.S.
 Year 2004 - National Standard: 88.5 %, Actual: 75.6 % = 12.9 % below N.S.
 Year 2005 - National Standard: 88.5 %, Actual: 72.5 % = 16.0 % below N.S.
 Year 2006 - National Standard: 60.0 %, Actual: 39.5 % = 25.0 % below N.S.

TOTAL: 20.56 % below N.S

Individual Advancements for Cub Scouts, AWAC:

Tigers: 7, Bobcat: 1007, Wolf: 489, Bear: 400, Webelos: 338, A of L: 294 = **2001Totals: 2535**
 Tiger: 550, Bobcat: 1169, Wolf: 641, Bear: 645, Webelos: 459, A of L: 317 = **2002Totals: 3781**
 Tiger: 542, Bobcat: 1002, Wolf: 712, Bear: 592, Webelos: 512, A of L: 345 = **2003Totals: 3705**
 Tiger: 529, Bobcat: 776, Wolf: 547, Bear: 556, Webelos: 414, A of L: 340 = **2004Totals: 3162**
 Tiger: 442, Bobcat: 759, Wolf: 493, Bear: 401, Webelos: 335, A of L: 300 = **2005Totals: 2730**
 Tiger: 309, Bobcat: 942, Wolf: 523, Bear: 532, Webelos: 222, A of L: 261 = **2006Totals: 2789**

RECOMMENDATIONS:

ADVANCEMENT AND RECOGNITION

The council needs to strive for the total of Cub Scouts advancements to increase and be within 5% of National Standards by the year 2013.

The council needs to strive for the total of Boy Scouts advancements to increase and meet the National Standards by the year 2013.

This can be accomplished through better training of Direct Contact Leaders at the unit level. The council should also emphasize the necessity of turning in the advancement reports. A unit Advancement Chair is strongly recommended in every unit.

The council should strive to have active advancement chairs in every district to follow up on advancement reports, and focusing on achieving the National Standards.

PROGRAM COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

ADVANCEMENT AND RECOGNITION

Merit Badge Counselors, 2007-2008, AWAC:

As of 2006, there are 121 merit badges available to today's boy scouts. In the Anthony Wayne Area Council (AWAC), there are currently 120 Current Merit Badge Counselors according to the 2007-2008 Merit Badge Counselor list. Every merit badge is represented by a counselor. Training of these merit badge counselors is unknown. There are 7 merit badges that are unavailable to most scouts because the merit badge counselor serves only their own troop.

Also, 79 merit badge counselors have requested to be available to their own troops, knocking out more available merit badges. That leaves us with truly only 42 merit badges that can be earned by anyone in AWAC. 94 of the 121 merit badges do not have a representative from each district. This information does not include Scout Reach at present time.

RECOMMENDATIONS:

ADVANCEMENT AND RECOGNITION

The council needs to increase Boy Scout advancements by changing the way the merit badge counselors' function.

The council needs to research ways to increase the pool of merit badges counselors.

PROPERTIES COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

The current Dining Hall Facilities are not adequate for the long range goals of the camp program.

RECOMMENDATIONS:

As the youth population grows as projected the Anthony Wayne Council needs to update Camp Chief Little Turtle. The dining hall needs to be expanded with a 24' addition to accommodate a mechanical room for new heating, air conditioning system, and restrooms. The trading post needs to be relocated to its own building or in shared space with camp administration. The kitchen needs to be expanded into remaining space for more food preparation and dishwashing areas.

It should be the goal of the Anthony Wayne Council to expand the kitchen facilities in order to accommodate the needs of the program by the end of this strategic plan. Expansion of the Kitchen shall require at minimum the following:

- *Increased Cooking/Heating Equipment
- *Increased dry storage area
- *Increased Fridge & Freezer area
- *Expanded Dishroom
- *Remodeled Restrooms
- *Dining Hall Heating and AC
- *Dining Hall Acoustics/Sound System
- *Additional Seating

PROPERTIES COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

Natural Resources

The current camp conservation plan was last reviewed/updated _____.

The council currently does not have a conservation committee.

A land-use or conservation plan for a piece of property is an inventory of the soil, water, forest or grass, fish, and wildlife resources of the property, with an analysis of their present condition, potential productivity, and potential problems. This plan includes a program designed to improve the physical condition of the property based on the used of that property. (Camp Program and Property Management Guide pg 1-21 to 1-22) (See Attached)

RECOMMENDATIONS:

It should be a goal of the council to establish a conservation committee that shall study the natural resources of the Anthony Wayne Scout Reservation to determine what long-range action is needed to preserve these resources for the future. This committee shall be a sub-committee of the Council Properties Committee.

The conservation committee should establish an inventory of all natural assets and submit plans for dealing with eco-issues such as Emerald Ash Borer, hunting, fishing, invasive species, timber, and etc.

Construction of new campsites, structures, and buildings should be designed and constructed to limit their ecological footprint on the environment with final approval from the conservation and properties committees.

PROPERTIES COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

Cub Scout Resident Camp has had a significant increase in attendance over the past several years (69% since 2001). At the current rate of growth and intended growth in Cub Scout Membership, the present resident camp structure (facilities and format) will not be capable of maintaining a quality program.

The Council does not have a long-term plan for the completion of Cub World.

Reference Program Recommendation #3.

RECOMMENDATIONS:

It should be the goal of the Anthony Way Council to establish a plan to complete and expand the facilities in Camp Foellinger in order to accommodate Cub Resident Camp. In order to accomplish this, a plan for the following will need to be completed:

- *Campsite layout/design/construction
- *Construction of Dining Facility
- *Construction of additional program centers
- *Construction of restrooms/showers
- *Road repair/Signage
- *Construction of Swimming/Fishing area
- *Addition of utilities (water, electric, sewage, etc.)

In addition, the following needs should be addressed to include Administration, staffing requirements, and first-aid.

PROPERTIES COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

Trading Post

Construction of additional buildings/structures will increase future maintenance needs, funding, and staffing.

Multi-purpose buildings may present operational efficiencies in sharing of personnel, expanded hours of service, or both.

Existing health lodge and administration office space is adequate only for existing programs. Additional programming (ie: Cub World) will require additional support resources and staff.

RECOMMENDATIONS:

Evaluate the feasibility of enlarging the existing administration building to accommodate trading post functions. Objective is to upgrade administration building and expand trading post with less initial cost.

A plan should also include expansion of health lodge and administration office. The additional space will cut down on the need for duplication of services when/if Cub World is expanded.

PROPERTIES COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

Most civil improvements are now 40+ years old.

RECOMMENDATIONS:

Work with an engineering firm on a pro-bono basis to study and inventory the civil improvements throughout camp including:

- A. Roads
- B. Bridges
- C. Drainage Systems
- D. Septic Systems
- E. Wells
- F. Water Storage

Prepare a written report for the scout executive summarizing the status of these improvements, statutorily required maintenance or replacement, and anticipated costs.

Look to outside resources including Army Corps of Engineers and Air Force Civil Engineers (Ft. Wayne) for assistance/partnership.

PROPERTIES COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

Camp Fees

Camp properties are depreciating faster than current resources can adequately maintain.

Current campsite/lodge rental schedule has not been increased to reflect rate of inflation.

RECOMMENDATIONS:

All Camp Usage (including campsite/lodge/cabin rentals, summer camp, district events, training events, etc.) fees should be evaluated to determine:

- A. Who pays camp fees?
- B. Does their fee recover the cost of providing facilities?
- C. Determine who is not paying camp fees and if they should contribute to the cost of maintenance.

It is the Council's best interest to, at minimum, break even financially in regards to year-round camping.

Once fees are realigned, perhaps the funding used to subsidize year-round camping in the past can be used for year-round maintenance.

PROPERTIES COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

The Council Service Center was built in 2000. A preventative maintenance program needs to be established. In addition, a plan to replace/update technology should be devised.

RECOMMENDATIONS:

Establish a pool of volunteers to perform routine maintenance at the council service center. Scope of work would include changing bulbs, minor repairs and landscape maintenance.

Establish a camping area on the property for Scoutreach.

PROPERTIES COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

Maintenance is a big job in any council camp. The methods and techniques used in coping with any maintenance detail are important indications of a council's maintenance efficiency.

RECOMMENDATIONS:

Council staff will need to establish one perpetual Excel file containing detailed records of all capital assets (buildings, major repairs, vehicles, tools, etc.) including acquisition date, cost, and recommended maintenance tasks. A hard copy of warranties, receipts, maintenance, etc. shall be kept in a binder for quick reference (one per building) and stored separately from the electronic files.

An annual maintenance inspection should be made by qualified volunteers once every year to identify repairs and maintenance items. A written report should be made to the Scout Executive within 30 days summarizing the findings.

Ensure that the appropriate funds are budgeted to complete the required annual maintenance.

Synchronize camp ranger job description with expectations and available resources. Review annually.

ORGANIZATION COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

The mission statement 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.

KEY FINDINGS:

ORGANIZATION

1. It will be important for purposes of volunteer leader morale to try to maintain stability in geographic districts. There is significant potential for growth in the number of youth served in Lincolnway, Thunderbird, and Scoutreach districts based on current demographic factors. There is currently room for improved service given the large number units to be served in Thunderbird District and likely time demands in Scoutreach District. Professional staffing is charged to bring about meaningful growth in the number of youth served and to address servicing needs for units.
2. The current number of support staff personnel appears to be appropriate for the foreseeable future.

RECOMMENDATIONS:

ORGANIZATION

1. The council should add one District Executive as soon as possible and a second District Executive within the next two years. Flexibility should be given to the Scout Executive in determining the priority of these hires relative to then current needs. To maintain geographic districts, the additional District Executives could be structured as assistants to current District Executives or assigned subsections of existing districts.
2. The Scout Executive should be given latitude to reassign staff duties to best meet support needs. Creative solutions should be supported to help meet unique needs such as the use of a college intern to assist with web design or the possible outsourcing of the store operation to the national office.

ORGANIZATION COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

The mission statement 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.

KEY FINDINGS:

ORGANIZATION

3. In light of marketing data indicating that mothers play a very significant role in determining the involvement of youth in Scouting, it would be helpful fo the Executive Board to have better insight and understanding of such decision-making factors. It would be helpful fo the Executive Board to have better insight and understanding of youth from racial minority and diverse ethnic populations in the council.
4. The commitment and support of chartering organizations is critical to growing the number of youth participating in Scouting, especially with respect to offering a full cross section of the Scouting program: Cub Scout Pack, Boy Scout Troop, and Venturing Crew.

RECOMMENDATIONS:

ORGANIZATION

3. The number of female members and the number of members from racial minority and/or diverse ethnic populations for both the Executive Board and Executive Committee should be increased. With respect to female members, a special emphasis should be placed on recruiting mothers of youth either currently or previously in Scouting.
4. A special effort should be made to promote a full offering of Scouting programs by charter organizations. This could include council sponsored events such as a once a year meeting of charter organization representatives by district, so as to limit travel and increase attendance.

ORGANIZATION COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

The mission statement 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.

KEY FINDINGS:

ORGANIZATION

- 5. More volunteer leaders are needed at all levels in order to meet council goals. It is especially important to fully staff the variety of council and district committees. Adult Eagle Scouts who are living in the council but are not engaged in the Scouting program as a volunteer are prime candidates as volunteer leaders.

RECOMMENDATIONS:

ORGANIZATION

- 5 A concerted effort should be made to promote various means of identifying and recruiting adult Eagle Scouts in the community. A community wide public relations effort should be made to ask such individuals to identify themselves and step forward to help Scouting. A special event(s) could be held such as a "Gathering of Eagles" to help reconnect them with Scouting.

MARKETING COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

The mission statement 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.

KEY FINDINGS:

1. The “brand” (name, logo, etc.) of the Boy Scout of America is universally recognized and accepted in a generally positive way. The Anthony Wayne Area Council, although our official entity, is more recognizable to our own constituents, than the general public.

2. The largest growth in population within the Council area is projected in the Hispanic, Asian, and African American communities.

RECOMMENDATIONS:

1. The Anthony Wayne Area Council logo and verbiage should be used on mainly internal information, i.e. Courier, clothing, summer camp information, etc.

All external communications should utilize the Boy Scouts of America logo and council name usage should be the Boy Scouts of America, Anthony Wayne Area Council.

As update or revisions are made to letterhead, website and other external communication pieces, we should review the name and logo usage to reemphasize the name Boy Scouts of America.
2. New marketing approaches into these populations, should be explored such as “Soccer and Scouting” should be continued and meetings with leaders from each community should be implemented to understand what approach methods and actions best satisfy the needs of each growing community.

MARKETING COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

3. The council's membership density is below the National and Regional averages.

4. The 100th anniversary of the Boy Scouts of America in 2010 provides promotion opportunities for the council.

5. In the last council Strategic Plan, the Anthony Wayne Area Council identified a need for a standing marketing committee with focused expertise on areas of marketing and public relations. In order to continue the work of the Marketing Committee, there is a need for growth within the marketing committee to make sure every available resource of advertising is utilized.

6. No current system is in place to track marketing committee communications.

RECOMMENDATIONS:

3. Identify the expertise and resources need to be provided for the membership committee to help support the annual membership plan. These resources will be helpful in providing positive effective promotion.

4. The council should create a sub-committee of the Marketing Committee to develop a 100th Anniversary promotional plan for the council to utilize the National opportunities, locally.

5. The committee members need to be monitored and assessed as needed. Recruitment of 4 new members by December 2009, including a print advertising expert to increase access through all areas of advertising.

6. Update the tracking tool for marketing committee. Try method of group Google calendar to help with communications internally and externally. This method may be useful throughout the entire Anthony Wayne Area Council. The Marketing Committee, by using this method, will identify efficiencies and look for improvements in both internal and external communications by December 2010.

MARKETING COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

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

KEY FINDINGS:

7. The number of engaged, accountable volunteers needs increased at all Scouting levels. More volunteer leaders are needed at every level to help meet the goals of the council. Prime candidates are Eagle Scouts, who are living in the council but are not engaged in the Scouting program.

RECOMMENDATIONS:

7. Key benefits of being a Scouting volunteer need to be identified from current accountable volunteers of Anthony Wayne Area Council. Emphasis on promoting the website www.scoutparents.org, can help market to parents who are not currently engaged in any Scouting program. A community wide public relations effort should be implemented to ask such individuals to identify themselves and step forward to help Scouting.

FINANCE COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

The mission statement 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.

KEY FINDINGS:

FINANCE

1. Funding sources for the Anthony Wayne Area Council are continually changing. In order to continue to grow the high quality programs of the Anthony Wayne Area Council, other means beyond annual fundraising (FOS), product sales and event income will need to be increased to support the council's programs.

RECOMMENDATIONS:

FINANCE

1a. Elevate the expectation of FOS goal including by expanding the annual kickoff breakfast to multiple regions. Have local leadership support breakfasts in all districts/counties, Kosciusko, Huntington and Steuben Counties, etc. Focus on increasing the number of annual supporters and reaching out to Boy Scout alumni who are not currently engaged.

1b. Encourage the importance of the popcorn sales campaign with new sales training for the leaders and scouts with a challenge goal for each troop to increase 5% annually.

1c. The Anthony Wayne Area Council dependence on United Way annual funding creates cash flow variable outside the Council's control. The Council should budget a reduction of United Way funding to \$120,000 by 2013.

FINANCE COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

The mission statement 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.

KEY FINDINGS:

FINANCE

2. Cub Scout has a great potential for growth with a "stair-step" approach to programming beginning with Day Camp for the CS, Cub Scout Summer Camp and then Webelos Summer Camp. Also, summer camp increases retention of all youth.

3. The endowment fund is a solid foundation for the future of the Anthony Wayne Area Council. In order to properly fund future operating expenses of the council, the managed portion of the endowment should be grown from \$2 million to \$4 million by the of 2013.

RECOMMENDATIONS:

FINANCE

2. Capital camp projects should address the need to expand the Cub Scout/Webelos summer camp programs, beginning with the dining hall expansion, which can be completed with a new "stand-alone" trading post and then the completion of Camp Foellinger for Cub Scout, if the need for a separate camp still exists.

Priority of Capital Projects

- A. New Trading Post
- B. Dining Hall/kitchen remodeling and expansion
- C. Completion of Cub Camp at Camp Foellinger

3a. Trust programs and educational seminars should be enhanced to remind supporters of the Anthony Wayne Area Council to consider a trust or will gift, with routine communication to all Anthony Wayne Area Council supporters highlighting the opportunity to support in perpetuity.

3b. Create a prospect list of potential endowment sources and set scheduled meetings to "ask" for endowment gifts.

3c. Every effort should be made to capitalize 20% of the annual earnings from the endowment fund.

FINANCE COMMITTEE STRATEGIC PLANNING 2009-2013

Mission Statement

The mission statement 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.

KEY FINDINGS:

FINANCE

4. Programming has identified the need to increase management staff for the Anthony Wayne Area Boy Council. The lack of sufficient staff coverage could effect programming and hinder opportunity for scout growth, especially outside of Allen County.

5. A fixed asset replacement expense should be included in the annual budget to cover the routine replacement or planned repair for computers, roads, camp buildings, bridges, etc.

6. Boy Scouts national has a program to assume the management of the Scout shop. National scout shops have averaged a 26% increase in sales over a local managed shop. Local management could be relieved of the responsibility of managing the scout shop and focus more on program and finance

RECOMMENDATIONS:

FINANCE

4. While it is recognized that an increase in staff is important now, the operating budget does not support an increase. Income levels must be increased to justify the additional costs associated with a new position.

Anthony Wayne Area Council should strategize a plan to submit grant requests from regional community foundations in an effort to supplement the costs for the first two years of a new position.

5. A balanced annual budget including the expensing of a fixed asset replacement account will strengthen the Anthony Wayne Area Council's financial position and help avoid future budget strains when these expenses occur.

6. A financial comparison analysis was completed showing the Scout Shop remains a greater financial benefit to the Anthony Wayne Area Councils annual budget at this time. Gross sales would need to increase 89% to generate an equal amount of positive cash flow with the National program.

An exercise to review the cost benefits of converting to a national shop should be reviewed no less than every two years.