



BOY SCOUTS OF AMERICA<sup>®</sup>  
CATALINA COUNCIL

## Catalina Council - BSA

### Strategic Plan

# “Planning for the Rebound: 2022-2024”

September 20, 2022



# Catalina Council - BSA Strategic Plan

## “Planning for the Rebound: 2022-2024

### Background and Methodology

#### **Background**

Catalina Council, Inc., Boy Scouts of America (CCBSA), is the legally and financially independent nonprofit organization chartered by BSA to deliver scouting programs throughout Southern Arizona. It is the mission of the BSA to prepare young people to make ethical choices over their lifetimes by instilling in them the values of the Scout Oath and Scout Law.

CCBSA has faced significant business challenges since 2019 when a partnership key to member recruitment ended. Challenges accelerated in 2020 when reputational issues forced the national BSA organization to file bankruptcy and pandemic restrictions created major disruption to the Council’s business model and finances. Membership plummeted to less than 30% of 2017-2018 levels and core financial support declined almost 50%.

CCBSA realized the dramatic change in the business environment called for a major change and focus in business strategy. The ability to serve their target youth with viable quality programs was at risk so the Council undertook the task to develop a strategy that met the needs of the organization as pandemic, reputational, and bankruptcy challenges faded.

#### **Methodology**

CCBSA Key leadership undertook the initial task to develop a SWOT based on interviews with most of the active members of the council board of directors. These interviews were further supplemented by informal discussions with key scouters, past leaders and other influencers.

Further data was collected by review of national BSA and other council strategic plans, various public data and surveys, and a critical primary market research study. The study was conducted by Arizona State University for the Grand Canyon Council in association with Lavidge, a national marketing firm. GCC shared the study results based on their market area which closely matches that of the Catalina Council.

With this information as a basis, the board held a retreat in May 2022 that confirmed the mission, vision and key pillars of the organization. Working pillar committees then focused on primary strategic goals and near-term actions that would drive the investment and focus of the staff and volunteers of the Council.

The retreat resulted in a draft of a 2022-2024 strategic plan that was reviewed by the board. Further refinement of the plan took place in committee meetings through June and the board was presented with a second draft in July. Final modifications were made which resulted in a strategy document for approval by the CCBSA Board in September 2022.

The strategic plan document is followed by appendices with Key Milestones, SWOT analysis, External Resources, and updated organizational charts.





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### **Mission Statement**

*We deliver fun and exciting experiences through strong Scouting units in Southern Arizona.  
We build better young people through activities and outdoor adventures.  
We develop character that will lead our youth to lifetimes of leadership & service*

### **Vision Statement**

*We will be the premier youth leadership and character development program in southern Arizona  
with an emphasis on quality outdoor experiences.*



# Catalina Council: Strategic Pillars: 2022-2024

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**MEMBERSHIP:** Grow Scouting with a focus on healthy Cub Packs and Scouts BSA troops that attract and retain members particularly at significant inflection points.

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**PEOPLE:** Expand depth and breadth of the Council Board, support and supplement our professional staff, grow and sustain a corps of volunteers that reflect our needs, membership, and community.

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**DEVELOPMENT:** Grow revenue and direct giving in all our funding areas: operations, capital & endowment.

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**COMMUNICATIONS:** Tell our story in a compelling and attractive fashion across multiple channels in and out of Scouting.

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**PROGRAM:** Design, fund and implement programs that attract and retain members and support youth development and aims of Scouting.

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**PROPERTIES:** Operate, maintain and invest in high quality camps that support year-round outdoor experiences for youth and adults in Scouting as well as the community.

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**UNIT SERVICE and HEALTH:** Support the health of units with robust commissioner service and program specialists.

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# Board Strategy Key overall priorities

- **Priority #1: Membership: Grow Cub membership to sustain future of BSA.**
  - **Action: NOW:** Hire a dedicated resource to focus solely on recruitment.
  - **Action: NOW:** Focus membership plan to attract and retain new Cubs and engage parents.
  - *Ultimate Target: Return to pre-2018 levels – 7,000 scouts – 2% market share.*
- **Priority #2: Communication: Create a marketing plan that tells our story and attracts members and donors.**
  - **Action NOW:** Obtain outside experts to draft and begin implementation.
  - **Action NOW:** Initiate consistent and positive internal and external communications via multiple media channels.
- **Priority #3: Development: Double operating revenue to fund people, communications, programs and property.**
  - **Action NOW:** Grow revenue by \$500,000 by 2024 supported by actions #2 – 5.
- **Priority #4: Program: Focus on FUN Cub programing that is integrated with BSA Scouts.**
  - **Action NOW:** Establish and maintain a rolling council program calendar that spans two upcoming school years, provides monthly themes, and complements district events, with new and exciting Cub programs while leveraging traditional programs (ie: Camp).
- **Priority #5: People: Focus the right people and resources that support membership growth, tell and our story and fund our operations.**
  - **Action NOW:** Hire or engage resources both conventional and unconventional.



## **MEMBERSHIP: Grow Scouting with a focus on healthy Cub Packs and Scouts BSA troops that attract and retain members, particularly at significant inflection points.**

- Goal #1: Build & strengthen relationships with the educational community, both public and private, existing chartered partners, and community.
- Goal #2: Empower and guide volunteers to develop and deliver welcoming and effective on-boarding tactics that quickly engage and retain new youth and families.
- Goal #3: Increase Catalina Council membership to 3,600 members by 2024 and 7,000 by 2026 (pre-2017 numbers)
  
- Action #1: Dedicate a professional to focus solely on recruitment, school access, and training and mentoring recruitment facing volunteers
- Action #2: Create and disseminate a recruiting and on boarding guide for staff and volunteers.
- Action #3: Integrate membership recruitment with scout activities.



**PEOPLE: Expand depth and breadth of the Council Board, support and supplement our professional staff, grow and sustain a corps of volunteers that reflect our needs, membership, and community.**

- Goal #1: Apply and focus on manpower that support membership goals, ‘tell our story” and communicate and deliver mission and program.
- Goal #2: Increase Board diversity and engagement with business, social and community leaders.
- Goal #3: Seek out new sources of volunteers.
- Goal # 4: Protect the organization with appropriate People, Risk, and Legal management.
  
- Action #1: Hire additional resources to drive and support membership and communication goals.  
Action #2: Establish Board Skills matrix, year-round nomination, a board ready “candidate list” along with governance guardrails.
- Action #3: Seek out and develop new families, youth leaders, and increase support from, and with, peripheral leaders.



## **DEVELOPMENT: Grow revenue and direct giving in all our funding areas: operations, capital & endowment.**

- Goal #1: Increase Operating Income by 100%.
- Goal #2: Increase Capital Income for projects at both camps.
- Goal #3: Increase endowments with focus on Operating/Capital Contributions.
  
- Action #1: Grow Revenue by \$500,000 by 2024.
- Action #2: Increase number of unique donors across all platforms.
- Action #3: Focus attention and manpower on top five current revenue streams.
- Action #4: Create or develop two NEW revenue streams that have potential to become a top five.
- Action #5: Leverage and utilize current Client Relationship Management (CRM) system.



## **COMMUNICATIONS: Tell our story in a compelling and attractive fashion across multiple channels in and out of Scouting.**

- Goal #1: Create a communications plan.
- Goal #2: Leverage the Scouting brand to increase awareness and value to youth.
- Goal #3: Have a consistent theme, language and message across multiple media channels.
  
- Action #1: Hire a professional organization to develop a marketing plan.
- Action #2: Establish regular external and internal communications based on the council calendar of events.
- Action #3: Organize a communications committee.
- Action #4: Identify key targets and messages.



# **PROGRAM: Design, fund and implement programs that attract and retain members and support youth development and aims of Scouting.**

- Goal #1: Give top priority to Cub programs that are fun, integrated with recruiting, and supportive of Cub units. Leverage Cub programming to support transition to Scouts, BSA.
  - Goal #2: Provide outdoor experiences that further the aims of scouting for the council's youth.
  - Goal #3: Support 'non-core' older-youth programs with a minimal draw on paid staff and financial resources.
  - Goal #4: Calendar major council events and activities 18+ months prior. At six months prior, event chair, committee, budget, and timeline in place.
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- Action #1: Build and maintain a council program calendar that spans two upcoming school years, provides monthly themes, and complements district events.
  - Action #2: Engage and train program leaders in best practices in event planning. Keep Program Planning Guide current and use it.
  - Action #3: Use technology to enhance or deliver new program, training, and program administration automation.
  - Action #4: Recruit and empower volunteers to lead 'non-core' programs.
  - Action #5: Identify volunteers who are interested in and willing to commit to program directorships as required by the national council for local program events. Provide financial support for training qualified individuals in return for commitments to serve in positions that require the training.



**PROPERTIES: Operate, maintain, and invest in high quality camps that support year-round outdoor experiences for youth and adults in Scouting as well as the community.**

- Goal #1: Provide quality facilities that support quality programs.
  - Goal #2: Develop overall facility plan (short and long term) for each property.
  - Goal #3: Improve management of property, plant and equipment.
  - Goal #4: Leverage properties to provide community engagement and additional revenue.
  - Goal #5: Develop capital and maintenance budget for facilities/property.
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- Action #1: Improve camp entrances, directional signage, and overall appeal.
  - Action #2: Upgrade existing facilities to a BSA National/professional standard.
  - Action #3: Remove obsolete facilities and develop renovated or new facilities for year-round outdoor experiences.
  - Action #5: Establish property, plant, and equipment management program.



## **UNIT SERVICE and HEALTH: Support the health of units with robust commissioner service and program specialists.**

- Goal #1: The commissioner corps is recognized through-out the council as the primary source for positive unit support.
  - Goal #2: Increase the size and depth of the commissioner team, with an emphasis on increasing experience with Cub Scouts.
  - Goal #3: Support Cub Scout recruiting by creating unit and new leader mentors focused on adults/parents new to scouting.
  - Goal #4: Improve on-time chartering with a team of designated volunteers supporting the Registrar.
  - Goal #5: Maintain council Youth Protection Training (YPT) percentage of leaders trained above the higher of national targets or average.
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- Action #1: Engage Cubmasters and other pack leaders to identify and recruit and ask if there is anyone in their unit who might be a candidate to mentor new Cub Pack leaders.
  - Action #2: Continue efforts to identify and recruit suitable volunteers to be Unit Commissioners.
  - Action #3: Communicate Commissioner Mission: Camp presence, leader personal contact, tri-fold brochure.
  - Action #4: Find two or three suitable volunteers to work with our registrar to proactive identify and resolve chartering issues.
  - Action #5: Create, maintain, and monitor a notification system for leaders whose YPT expires the following month.
  - Action #6: Return to live district Roundtables.





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# Appendices

- I. Timeline and key milestones
- II. SWOT Analysis
- III. External Resources and input
- IV. CCBSA Organizational Charts



## CCBSA – Strategic Sprint – 2022 – Where we are on our Trek January to May

### Strategic Discussions (January – March 2022)

- Key 3 Interviews with Board Members
- Establish Strategic Pillars and assess member roles

### Board Introduction to Strategic Pillars (March 1-15)

- Confirm Mission and Vision
- Adoption of Interim Membership Pillar Plan

### Align Structure to Strategy (March 15–30)

- VPs by Pillar
- Form Committees around Pillar theme
- Board, Volunteers, Champions

### New (and Re-new) Board Member Orientation (April 2)

### Confirmation of Mission, Vision and Strategic Pillars. Executive Committee (April 19)

- Adoption of Properties Pillar Strategic Plan and Goals

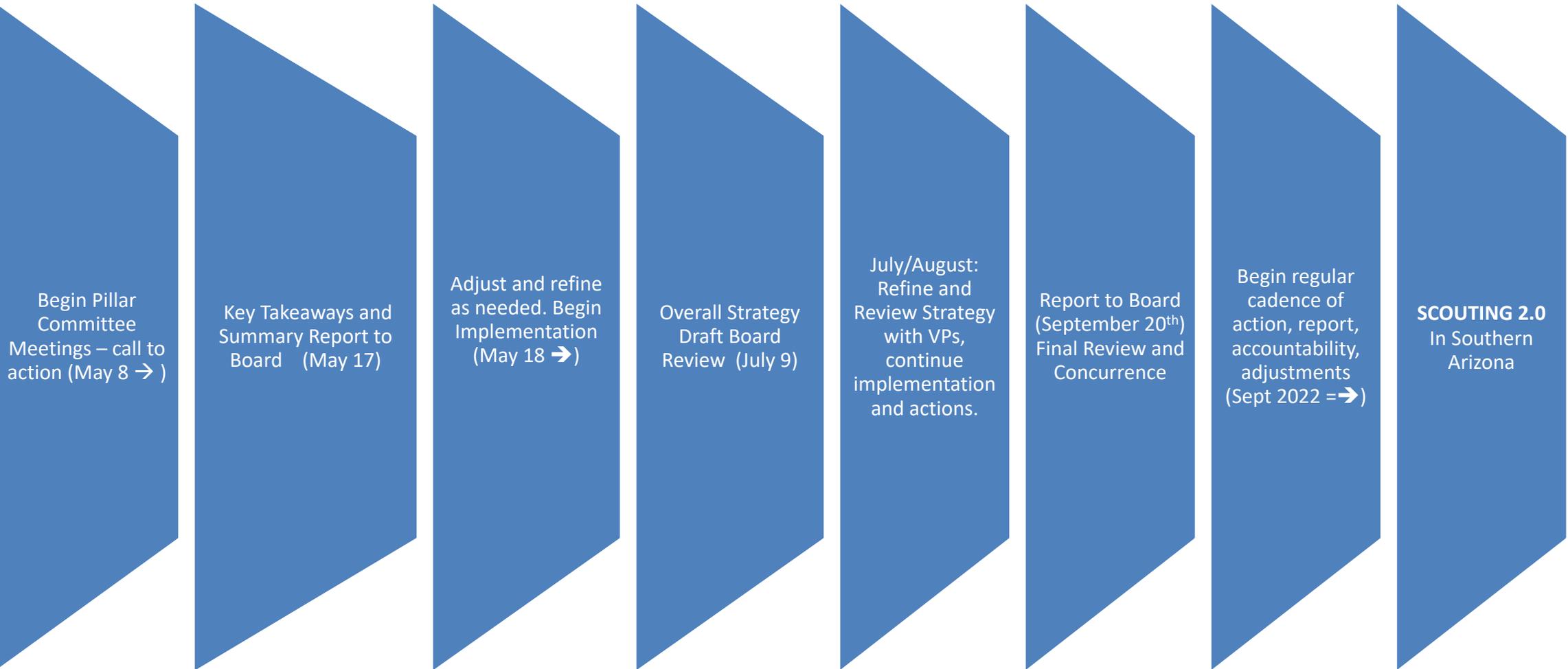
### Board Retreat – Analyze SWOT, Brand and Establish Goals and Actions (May 7)

### Compile and Refine Goal and Action Results (May 8 – 16)



# CCBSA – Strategic Sprint – 2022 – Where we are on our Trek

## January - September



# SWOT Analysis\*

\* Based on ~ 25 one-on-one surveys focused on CCBSA board members and an additional ~ 25-30 discussions with other scouters and influencers.

## Internal to the Council

- Strengths
- Weaknesses

## External – in the market/environment

- Opportunities
- Threats

# SWOT Analysis – CCBSA

## Internal

### Strengths

- Brand has value
- Scouting values = Strong Youth Leadership and development
- Engaged adult leaders
- Capable leadership
- Strong history and culture of participation
- Tucson market and location
- Potential of Camp properties
  - Properties Vision
- Financially viable for the near term

### Weaknesses

- Small membership and weak recruitment, particularly Cubs
- Insufficient staff and volunteer resources.
- Board needs more business and skills resources, has been too mission focused.
- Not connected to community, schools, businesses
- Poor communication of scouting message – low market presence
- Weak development and fundraising.
- Not agile enough



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# SWOT Analysis – CCBSA

## External

### Opportunities

- Opening-up post pandemic creates space for increased market share
  - Youth have been on the sidelines
- Increased social need for youth leadership and development programs
- Cubs!!
- Underserved markets: DEI, Girls, BLM, LGBTQ, Hispanic and Tribes
- Location with natural scouting resources: mountains, parks, deserts, university, science, air facilities.
- Untapped engagement with corporates, community alumni and supporters
- Social movement (ESG) for the outdoors

### Threats

- Relevance
  - Not attractive to today's kids – “not cool”, not modern, apathy
  - Not relevant to 35 year-old mom
  - Poor or negative image in DEI communities
- “Adverse Selection”
  - Competition with other youth activities, particularly sports.
  - Too much of a niche
- YPT Compliance and visibility
- Inertia & resistance to change – “Big Rocks”
- Uncertain economy inflation, instability



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# External input

## (ASU Brand Tracker Study\*)

\*77-page market analysis used with permission of Grand Canyon Council

- The Grand Canyon Council engaged ASU Enterprise Marketing Hub's Constituents Insights and Analytics team, in order to understand the perception of their brand in the marketplace, their brand strength, and strategies they can put in place to improve the perceptions of their brand.
- The Constituents Insights and Analytics team has capabilities in data science, advanced analytics, primary research, and digital analytics as well as experience in standing up a new insights function, ensuring that the work of the team supports strategic marketing through data-driven decision making.



# External input

## (ASU Brand Tracker Study\*)

\* 77-page market analysis used with permission of Grand Canyon Council

### Objectives of the research were to understand:

- The perceptions of BSA in the marketplace among past, current and prospective members
- Awareness of the BSA brand in the marketplace
- Factors that impact brand loyalty to guide marketing and product strategy
- BSA's competitive advantage and value drivers in the marketplace.

### Business Questions:

#### Business Model

Do customers (both current and prospective) know what BSA is?  
Do members have an awareness and understanding of the levels of scouting?  
Are customers (both current and prospective) aware of the breadth of programming offered by BSA Grand Canyon Council?

#### Industry Perception & Brand perception

How are Scouting organizations viewed in the marketplace?  
What drivers are important for selecting Scouting as an after school activity?  
What attributes matter in attracting customers?  
What attributes matter in retaining customers?

#### Competitive Analysis

How do members and prospects perceive getting value from Scouting when contrasted with other options?

#### Consumer Preferences

What are customers' (both current and prospective) preferred Scouting format? Examples: Face-to-face Scouting/ Offered by a teacher sponsor at school (to combat trust issues) or Scouting online that families can pursue independently

#### Brand Loyalty

Why have members stayed with Scouting?  
How likely are members to continue with Scouting?  
How likely are prospects to join Scouting?



# External input – selected key metrics

## (ASU Brand Tracker Study\*)

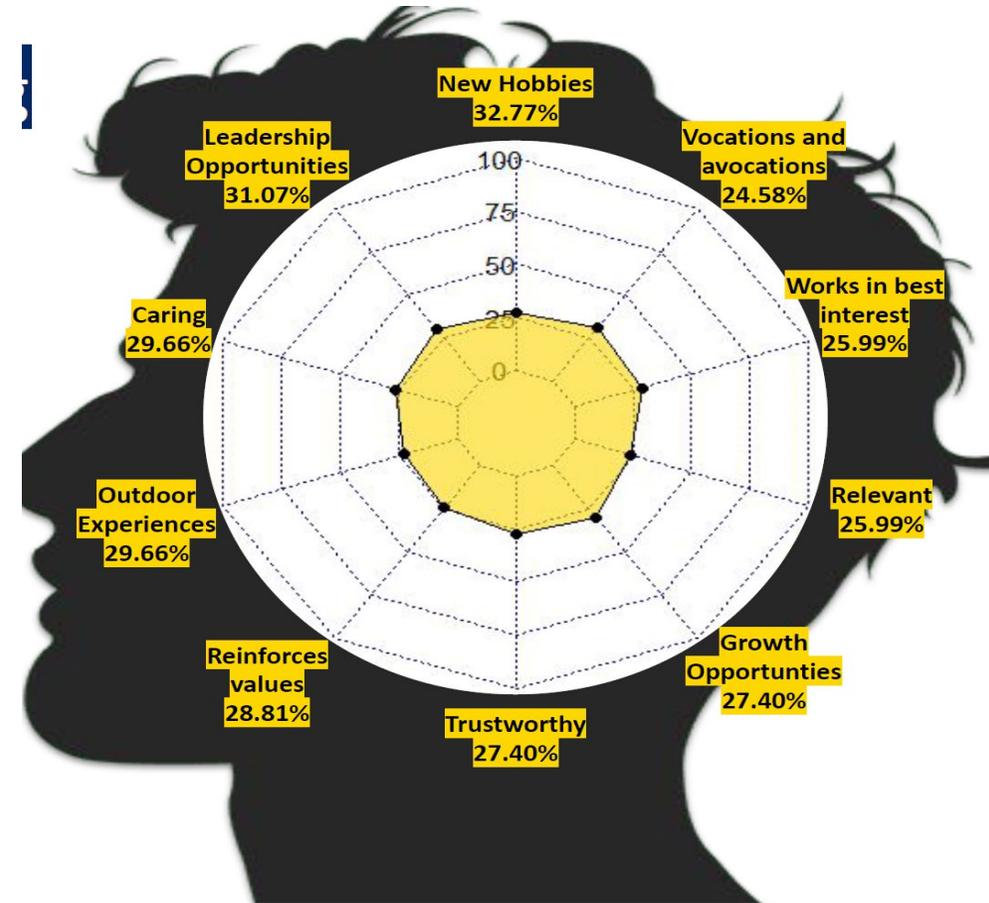
- More than 3 out of 4 out of prospects have no prior relationship with BSA.
- 1 in 5 prospects claim to be former scouting members of BSA.
- Nearly 8 in 10 of these parents of prospects are aware of the Cub Scouts and half are aware of the Scouts BSA.
  - Early program levels having the strongest awareness, which may allow for early-stage acquisition.
- 7 out of 10 members join Scouting due to the values it reinforces.
- 1 out of 3 prospects are likely to join Scouting for the opportunities to pursue new hobbies and the opportunities to be a leader:
- **Parents of prospects’ top three reasons for joining, and the time required to be a Scout, are important drivers in their reasoning for joining:**
  - “Allows pursuit of new hobbies” (32.77%)
  - “Would provide opportunities for my child to be a leader” (31.77%)
  - “Cares about my child’s future success” (29.66)



# Prospect Acquisition

## Top Ten Reasons Prospects Join Scouting (ASU Brand Tracker Study\*)

- Prospects' perception of the factor "Trustworthy and Reputable" has the most impact on "Likelihood to Join".
- Prospects' perception of the factors "Welcoming and Accessible" and "Customer Oriented" have the strongest impact.
- Prospects repeatedly indicate safety and trust come first when making a choice to join an after-school activity.
  - Channel preference may indicate that there is a sense of trust in receiving messaging through their child's school.
  - Single Most Important Factor: Takes care of my child's safety (9%).
  - Is a trustworthy organization (8%).



# External Input: Board Retreat

Contracted by Catalina Council

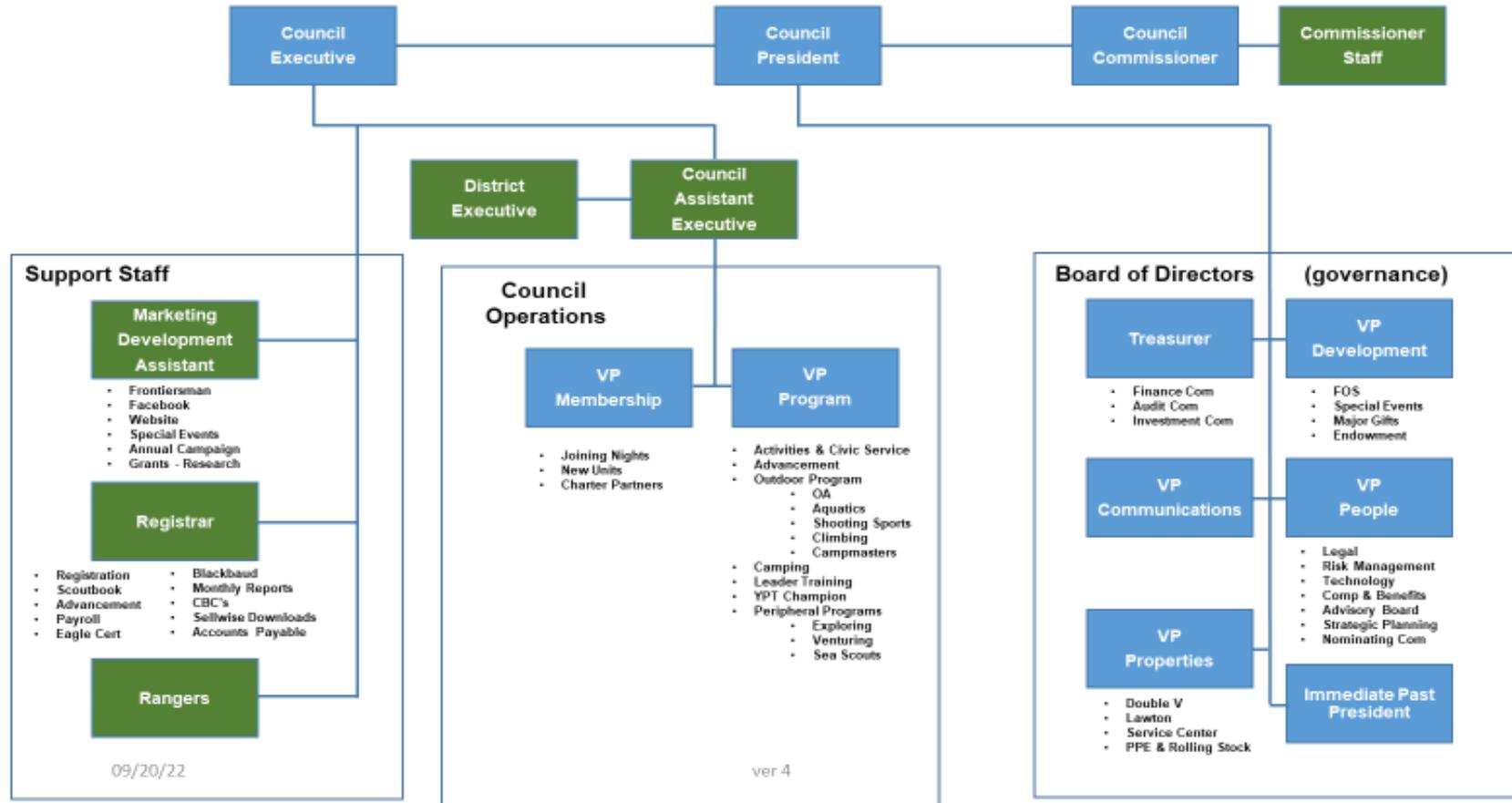
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# CCBSA Organization



# Catalina Council Executive Committee

