



STRATEGIC LONG RANGE PLANNING

INSTILLING VALUES. DEVELOPING LEADERS.

Keep the promise of the Scouting program to all youth by instilling values and developing leaders

► Increase our impact

- Give all youth the opportunity to join
- Increase annual membership and retention
- Recruit, develop, and train leaders

► Deliver a quality program

- Deliver activities that motivate youth to progress through the program
- Foster and preserve a culture of diversity

► Achieve funding levels to deliver the program

- Engage in enhancements and new approaches
- Utilize fundraising best practices



MEMBERSHIP

Key Strategy: Growth

Grow membership by 1% annually for the next 5 years and support with quality unit service.

- Access to schools for recruiting
- Diversity of youth served
- Youth and unit retention and transition
- Providing quality council funded programs and manage the cost to fund.

Key Strategies: Stability

- Engage District Membership Chairpersons to maintain and active District Membership Committee.
- Access to Schools for Recruiting.
 - Continue to develop partnerships with school administrations to retain access for collaborative relationships.
 - Utilize a plan of action to build a membership volunteer base to assist with strengthening school partnerships.
- Diversity
 - Develop and implement a plan to increase diversity of youth while expanding our annual recruitment plan.
 - Identify and recruit chartered partners to sponsor units for Scouts BSA troops and units in underserved geographical areas.
- Youth Retention and Transition
 - Ensure Webelos have access to Troops to transition to Scouts, BSA
 - Increase focus on Scouts, BSA to Venturing transition
- Grow the number of registered units in the Indian Nations Council by at least 10 new units a year over the next 5 years, while retaining 90% of existing units.
- Unit Retention
 - Ensure each unit has sustainable membership and growth
 - Improve awareness of Commissioner Service through the promotion of the Commissioner unit visits.
- Meeting the Needs of Youth in Council Funded Programs
 - Continue on an annual basis to meet with the top-level school contacts to ensure that the program is meeting the needs of the school.
 - Continue to utilize Outcome Measurements to ensure quality and progression of the program..
- Managing the Cost to Provide Council Funded Programs
 - On an annual basis, evaluate the national fee structure and determine the maximum number of youths that can be serviced.
 - Investigate additional funding models that can be used to service youth participating in the Council Funded Programs.
- Develop a plan to transition Scouts from Council funded programs to more traditional programs
- Reevaluate all District boundaries within the Council service area to determine new District territories.
 - A District will be determined by participation of 1,000 youth members.

PROGRAM

Key Strategy: Growth

Implement and deliver a quality Scouting experience through all facets of the program to every youth resulting in increased retention and membership growth.

- Deliver additional activities to assist youth to progress through the Scouting program.
- Experiment with program enhancements and new approaches.
- Develop qualified leaders at all levels.

Key Strategies: Stability

- Promotion of events to include: activities and civic service, camping, advancement, and training .
- Promote District Fall Family events for new participants encouraging outdoor programming for all youth.
- Promote a path for recording advancement and training in a timely manner for all.
- Maintain a high level of youth and adult trainings.

TRAINING

Key Strategy: Growth

Ensure that we have adult volunteers who are sufficiently trained to provide an outstanding Scouting program.

- 100% of direct contact leaders trained.

Key Strategies: Stability

- Develop strong District training teams.
- Develop support systems for NYLT and Wood Badge Course Directors of previous Directors and Staff.
- Implement a working plan to promote 100% trained leaders.
- Evaluate and record the number of IOLS, BALOO and other in person trainings offered to ensure the opportunity of training is extended to all.
- Recruit program specific Training Chairs for Cub Scouts, Scouts BSA, Venturing, and Exploring.
- Implement Training Chair succession plans for all Districts.
- Collaborate with Council marketing to promote all training opportunities by increasing the use of Council resources to include the newsletter, website and social media. Ensure quick and easy access to information regarding all training opportunities via Council website.
- Develop and utilize promotional videos for Pine Tree, NYLT and Wood Badge.
- Develop and utilize training specific patrol boxes to ensure a consistent training across the Council service area.
- Offer advanced training opportunities annually.
- Offer training days in each District to engage leaders to gather for idea sharing and an in-person training environment while continuing to promote online training.

OUTDOOR PROGRAMS & CAMPING

Key Strategy: Growth

Provide quality outdoor programs that lead to higher retention in the Cub Scout and Scouts, BSA programs.

- Increase participation of youth in summer outdoor programs.
- Conduct events for youth to participate within 60 days of the annual fall recruitment season.

Key Strategies: Stability

- Continue developing new program areas at the Hale Scout Reservation.
- Upgrade the facilities to better handle Scouts, BSA and promote female Scouts to attend the Hale Scout Reservation.
- Develop new promotional materials (print and digital) to promote the Hale Scout Reservation. Collaborate with the Order of the Arrow to participate in promotion efforts as common practice.
- Develop a fully staffed NCAP Committee to include a minimum of one member from every District Outdoor Programs and Camping Committee. This Committee will oversee the Camp Properties Assessment Rules for all properties.
- Expand Cub Scout Family Camping to include additional sessions of Cub Scout Family Adventure Camp and Webelos Aquatics Camp.

ADVANCEMENT

Key Strategy: Growth

Develop and implement processes that will encourage, facilitate and track advancement.

Advancement is one of the eight methods of Scouting and is a key component in strong youth retention. Advancement is critical for the on-going success of Council units. The Council Advancement Committee will strive to provide continual advancement opportunities through coordination and cooperation with other Council Operating Committees to ensure a robust and high-quality advancement program.

- Raise Council Cub Advancement to/or above 60 percent.
- Raise Council Scouts, BSA Advancement to/or above 50 percent.
- Increase awareness of Venturing Advancement programs.

Key Strategies: Stability

- Work with the District Advancement Committees to build stronger committees by adding at least one new member to each District Committee annually.
- Plan and develop S.T.E.M. related activities for Cub Scouts, Scouts, BSA, and Venturing within each District.
- The Advancement Committee will lead the efforts toward two percent annual growth in advancement by offering training in advancement processes and procedures and working to impact advancement reporting efforts.
- Work to increase Bobcat achievement for new Cub Scouts within their first 30 days by offering a Bobcat Unit Award for Cub Packs that attain a high percentage of Bobcat Rank Advancement. Work with the Council to fund this annual program.
- Provide a monthly advancement news feature within the regularly released Council Newsletter, to focus on advancement issues, program updates, and highlights.
- In an effort to continue increasing online advancement reporting, we will offer training at least two times per year instructing unit leaders in online advancement reporting procedures.
- Ensure that the Merit Badge Counselor lists are kept current and provided to District Advancement Chairs monthly. Annual Counselor updates during recharter will continue.
- Work with Districts and Troops to afford new Scouts the opportunity to achieve "First Class in First Year". Efforts to ensure advancement at this level will aid youth satisfaction and unit retention.
- Work with Districts to develop and expand the Eagle Scout Project Coach position as a District level position. Work to assign Coaches as members of the District Advancement Committee and provide Eagle Scout Project Coach Training at least two times a year.
- Generate a training syllabus directed to Unit Advancement Chairs to aid in advancement procedures knowledge and proper reporting.

ACTIVITIES & CIVIC SERVICE

Key Strategy: Growth

Develop and implement programs that provide fiscally sound activities and service projects which will attract and retain membership.

- Conduct Council activities and service projects that will engage and involve Districts and Units while tracking annual service goals and objectives.

Key Strategies: Stability

- Implement a Council service project, engaging scouts with the community.
- Engage Scouts and families in District activities, promoting our brand and relevance while engaging scouts in the progression through all phases of the scouting program.
- Establish an ongoing resource of service project opportunities by community for scout members.
- Implement a plan to ensure the recording of service hours performed by scouts and leaders, and collaborate with Council marketing to promote scout service.
- Ensure that all Districts have an active and engaged Activities and Civic Service Chair.
- Organize Council Activities and Civic Service Committee to focus on developing and delivering quality Council activities and service projects.

DIVERSITY

Key Strategy: Growth

Dedication to fostering, cultivating and preserving a culture of Diversity that helps make Scouting a valuable member of the communities we serve.

Key Strategies: Stability

- Develop better relationships in the communities to connect with the Hispanic Community to collaborate in new Scouting programs and units.
- Develop recruitment strategies to attract minority groups within our community.
- Represent each District with a volunteer structure that represents each area of the Council service area.
- The Council Nominating Committee will strive to engage a diverse Board of Directors by continuing to identify and recruit leading citizens from our community to serve and lead.
- Membership Growth - Urban and Minority Outreach

MARKETING

Key Strategy: Growth

Advance the goals, mission and vision of the Indian Nations Council by focusing on the interests of the stakeholders, incorporating all branding mediums and social platforms.

- Employ a full time Marketing Executive
- Promote Zink High Adventure Base (ZBASE) nationally
- New Council website
- Target internal and external markets

Key Strategies: Stability

- Focus on advancing the Council brand through internal and external communication and plans.
- Increase the Council's digital presence and engagements on all platforms.
- Engage a Council Marketing Committee with District representation to advance the brand.
- Market membership recruiting, retention, activity, camps, facilities, trainings, product sales, and community service.

PROPERTIES

Key Strategy: Growth

Maintain Council properties with quality controls and safety measures for the use of participants.

- Ensure properties are safe and kept up to National Standards.
- Develop additional income streams by utilizing Council properties.

Key Strategies: Stability

Hale Scout Reservation

- Addition of a new S.T.E.M. Building and Leaders Center.
- Renovation or addition to the current Dining Hall.
- Dredge and expand Lake Bohannon. Feasibility Study is needed.
- Investigate wetland mitigation of lake shores.
- New Camp Headquarters to include a new Camp Director apartment.

Cherokee Nation Scout Ranch

- Add a campfire arena
- Conduct a study for the use of the additional unutilized property adjacent to Cherokee Nation Scout Ranch and submit recommendations for future plans.

Mabee Scout Reservation

- Further develop the Stephenson Wilderness Camp and the recently acquired ten acre tract on Snake Creek for primitive camping and high adventure.
- Study the usage of the additional unutilized property adjacent to Mabee Scout Reservation and submit recommendations for future plans.

Graves Scout Reservation

- Develop an overnight tent camping area with pavilions on the northeast side of the Jack Graves Scout Reservation behind the Outer Limits course.
- Create a series of hiking trails at the north end of the property.

Zink Ranch

- Develop an overnight camping area at Fort Cappy
- Construct an additional Ranger House

Additional

- Develop a plan to house Cub Scout BB and Archery elements for unit uses at the Mabee Scout Reservation and Jack Graves Scout Reservation.
- Develop a plan to review and implement the Black Pug Reservation system for all camp facilities
- Develop a plan to review all Council property lines
- Initiate a Camp Cooking Corps
- Initiate a Campmaster Corps
- Review all Council properties, their purposes, and need in the Council's programs.

FINANCE

Key Strategy: Growth

- Increase endowment by 20 percent over the next five years, generating additional funding sources for operations. Expand James E. West donor base and planned giving program, among members and prospective donors.
- Implement a Planned Giving Campaign to increase Endowment. Engage a local community organization to assist in the management and tools required for intended outcomes of growth.
- Institute a \$42 Program and Insurance fee effective fall of 2020 for the 2021 charter renewal year for all youth members.
- Implement a plan to increase revenue from facility rentals and use by non-member consumers for all properties including the Zink High Adventure Base (ZBASE)
- Implement a robust online donation plan for all social platforms.
- Add a sponsorship opportunity to all appeal campaigns to sponsor a Scout annually to increase funding growth.
- Contact Native American tribes in Oklahoma for new funding sources highlighting the number of youth participants in Scouting who identify as Native American.
- Maximize fundraising efforts through Council Events. Increase revenue from annual Popcorn and Camp Card Sales to maintain income comparable to like-size Councils and keep pace with inflation.
- Increase income from annual Friends of Scouting Campaign to stay ahead of growth of operations and inflation. Identify and access additional diverse and sustainable sources to generate operating funds to avoid overreliance on any one income source.

Key Strategies: Stability

- Maintain a balanced budget with at least a \$5,000 surplus annually
- Promoting the Ideal Year of Scouting budgeting with units through the annual Popcorn and Camp Card Sales to minimize up front program costs for Scout families.
- Implement 100 percent support among Board membership annually.
- Create funding guidelines and strategies to determine financial viability of Council Funded Programs.
- Continue to sustain a collaboration with the Tulsa Area United Way.
- Review the need and use of all Council owned properties and their value to the program.

ADMINISTRATION

Key Strategy: Growth

Management is the ongoing planning, monitoring, analysis and assessment of all that is necessary for the Indian Nations Council to meet its goals and objectives

Key Strategies: Stability

- Research Green Operating Strategies to reduce energy consumption and environmental impact.
- Risk analysis to determine strategy and study of Storm Shelter Campaign for Council camp properties.
- Employ an additional ZBASE Executive to assist with volume of participation and sales.
- Employ a full time Marketing Executive to stay relevant and promotion of the Indian Nations Council brand.
- Continue to stay current with updates to all Council Bylaws, contracts, and employee handbook regularly.
- Implement a Council Report Card showing Strategic Long Rang Plan goals, progress and achievements annually.