

PIEDMONT COUNCIL BOY SCOUTS OF AMERICA (#420)



Strategic Plan

Aug. 2022-July 2025



The mission of the Piedmont Council, 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.



VISION

The Piedmont Council Boy Scouts of America will build leaders of tomorrow. Our exciting programs and outdoor adventures will inspire lives of leadership, character, and service. Relevant and adaptive, we are a trusted advocate for youth. Our adult volunteers and employees are widely admired for their leadership excellence. We are fiscally strong and financially secure. Scouting reflects our communities and shapes the future of our communities by developing responsible citizens.

Districts

The Piedmont Council serves eleven counties in Western North Carolina spread across eight individual Scouting regions or districts.

Battleground District - Cleveland County (ORANGE)

Chimney Rock District - Polk and Rutherford Counties (GREEN)

Heartland District - Lincoln County, Mt. Holly, Cherryville, and Stanley (DARK RED)

Two Rivers District - Gaston County (PURPLE)

Foothills District - Alexander and Caldwell Counties (YELLOW)

Gemstone District - Iredell County (PINK)

Lake James District - Burke and McDowell Counties (BLUE)

Lakeland District - Catawba County (GRAY)



The Process:

Piedmont Council Strategic Plan

Aug.2022-July 2025

The planning process was led by volunteers throughout the Piedmont Council who gathered thoughts from scouting volunteers, community members and scouting professionals. The Council Executive Board provided guidance to the development of focus areas for discussion. Local committees were then engaged in planning committees led by a committee chairperson.

The Boy Scouts of America has undergone many changes in the last several years. Our council has evolved and continued to serve our service territory through changes to membership standards, service to a more diverse and inclusive population, changes to make our program safer, changes to insurance requirements that have driven our membership fees ever higher, a global pandemic that resulted in units not meeting, virtual meetings and significant reductions in financial support, the National Council bankruptcy and reorganization, and the need to address membership issues resulting from the proliferation of other youth serving organizations.

The goal of the strategic planning process is to bring a better understanding of the needs of all scouting publics in the Piedmont Council. Our goal is to bring the values of Scouting and its leadership development skills to as many youth as possible. To do this we must engage volunteers and provide them with the skills to serve in every area of the Piedmont Council.

Thank you so much to the team who developed this plan and to the even bigger team that will help us execute it with the goal of improving the lives of youth and their families in our 11 counties of the Piedmont Council.

Warren Hollar



Mark Skillestad- Council President
Connie Bowes – Executive/CEO
Bob Wright -Council Commissioner
Warren Hollar Planning Chair



Piedmont Council Strategic Planning Sub-Committee Leaders

A special thank you to the following contributors:

Mike Wallace, Jeremy Fisher – Finance/Endowment/Fund Development

Sebrena Pearson – Program

Jeff Stoudt, Chris Scruggs – Training

David Hunt, Mark Belli – Property

Rex Benfield, Adam McCarrison- Marketing/Technology

Connie Bowes, Mark Skillestad, Bob Wright – Leadership/Staffing/Commissioner Service

Warren Hollar, Kirk Setzer – Membership

Brian Hissom – Enterprise Risk Management

Andrew Raddant, Kirk Setzer – Diversity/Inclusion

Other Piedmont Council Committee Chairs – Feedback on various topics.



FIVE STRATEGIC PILLARS OF THE PIEDMONT COUNCIL, BSA

Pillar I: Membership & Cultural Growth

Pillar II: Financial Stability

Pillar III: Leadership & Governance

Pillar IV: Quality Programs

**Pillar V: Quality Facilities & Safe
Programs**

Pillar I: Membership & Cultural Growth

(Membership/Diversity/Marketing)

The most important Pillar of a Boy Scout Council is its membership. Almost everything a Council does begins and ends with the membership of the local Council.

Goal 1: Annually grow the membership within the Piedmont Council through improved Scout retention, recruitment, and diversification of its members to include Scout Reach programs in major urban areas of the Piedmont Council.

Goal 2: Develop a council marketing strategy to increase community presence and positive outcomes within all areas of the Piedmont Council.

Goal 3: Improve communication and relationships with school districts, superintendents, and school board members to increase recruitment opportunities within the council. Work with district leadership to diversify charter partners to grow and strengthen units across the council.

Piedmont Council (420) Strategic Plan

Area: Membership

Percentage Goals:

1. The Piedmont Council will achieve a 10% net increase in total membership with an emphasis on youth retention, cub scout growth, webelos to scout transition exploring growth in 2022 and with continued emphasis in same areas for 2023-25.
2. Districts in the Piedmont Council will achieve a 5% net increase in total units with an emphasis on quality programming, unit retention and reorganization of dropped units, trained leaders, and new unit organization and same emphasis for 2023-2025.

Membership Strategies :

1. Determine workable and diverse recruitment strategies that appeal to the future clientele of scouting to increase marketing share.
2. Support district level membership activities at least twice per year with staff and financial support.
3. Develop a sustainable membership recruitment process to incorporate unique strategies at the individual unit level and untapped existing organizations.
4. Review, update, and provide recruitment materials.
5. Emphasize the development of programs for diverse community groups and at-risk populations. Develop a plan for reinstating the school recruitment program post pandemic.
6. Develop a plan for reinstating the school recruitment program post pandemic.
7. Recruit District Level membership contacts.
8. Develop additional sources for membership fees support for less affluent families.
9. Develop at least one non-traditional scouting unit in each district per year.
10. Target re-establishment of at least one exploring group per district and contact at least at least one prospect group per year.
11. Consider development of weekend or weeklong camps emphasizing programs sponsored through military, court system, boys' clubs, etc. outside traditional scout camp experiences.

Retention

1. Plan, organize, and implement specific retention strategies for individual scouts.
2. Evaluate the impact of consolidation of scout units to maintain viable scout units in geographic areas.
3. Work with the Program Committee to evaluate program resources particularly for cub scouts in the districts.

Piedmont Council Boy Scouts of America 420 Strategic Plan Marketing/Technology/Public Relations Strategies

1. The Piedmont Council will seek the most qualified volunteers and paid staff to meet the every-changing communication needs of the scouting movement.
2. The Piedmont Council will develop a clearly defined marketing plan to communicate the values of scouting.
3. The Piedmont Council will review the technology needs of members of the scouting community and seek the fiscal resources to meet that need.
4. The Piedmont Council will emphasize communication about the values of scouting programs and processes to become involved in scouting programs.
5. Establish both paid and volunteer marketing/ technology procedures to carry out communication functions both inside and outside the council.
6. Use the BSA marketing tools playbook to better understand methods for spreading the scouting story.
7. Encourage two-way communications and 360-degree feedback between council and units through online programs.
8. Publish scout joining information with cub scout age as a focal point.
9. Develop and strengthen community relations through speakers' bureau and positive news releases to print and non-print venues.
10. Develop Print and non—print materials to tell the scouting story and assist with recruitment.
11. Work with the training committee to establish training sessions for local unit leaders for use of online scout tools.

Pillar II: Financial Stability

(Finance/Endowment)

Goal 1: The Finance, and Fund Development committee will work to ensure increased annual operating revenue to support the programs and growth of the Piedmont Council with positive net assets to support the council's annual expenses.

Goal 2: The Endowment Committee will work to ensure annual growth of the endowment fund to provide greater annual returns and resources to the Council.

Piedmont Council, Boy Scouts of America

Finance/Endowment/Fund Development Strategies

General Operational Strategies

1. The finance, endowment, and fund development committees will manage current funds, seek new funds, and seek legacy commitments to provide fiscal resources to operate the Piedmont Council effectively.
2. Use a comprehensive approach to fundraising and maximizing funding from all income sources.
3. Set goals to increase the percentage of Direct Income (Friends of Scouting, Project Sales, Special Events, and Foundation Income) each year in 2022-2025
4. The financial goal for the council is to have positive net assets in the operating fund to support all annual expenses.

Finance

1. Manage available funds to ensure the financial health of the organization.
2. Systemize and prioritize the operational budget based on funding levels.
3. Create/modify processes for budget requests from various council committees.
4. Maintain operating financial health and emphasize new sources of council funding.

Endowment

1. Continue to evaluate current investments – seeking appropriate returns under market conditions while seeking appropriate investment costs.
2. Maintain operating financial health and focus additional emphasis on the long-term by:
 - a. Develop a plan to secure deferred and current gifts for the endowment fund.
 - b. Develop a capital maintenance fund to support the long-term development plan for all properties and program needs.
3. Identify and categorize topics of interest to large potential givers and prepare communication strategies.

Fund Development

1. Complete a needs assessment of current fund development processes.
2. Develop a coordinated plan for fund development including:
 - a. Evaluate the efficacy of Friends of Scouting Program, product sales such as popcorn and camp cards.
 - b. Re-generating the giving from County United Way programs.
3. Investigate the eligibility of the Piedmont Council to pursue grants from corporations, foundations, and other entities for specific Council needs.
4. Increase present grant writing through planned and organized implementation procedures.
5. Consider employment of a paid fund development director.

Pillar III: Leadership and Governance

(Leadership/Training)

Goal 1: Engage the Council and District Nominating Committees; identify, engage, train, and promote community leaders for key positions at the District and Council level.

Goal 2: Engage the Nominating Committees to develop and implement annually a succession plan for volunteer positions at the district and council level.

Goal 3: Working through the Council Training Committee, offer training opportunities at all levels to annually increase the percentage of direct contact leaders trained.

Piedmont Council Training Strategies

Numerical Strategies

1. Increase the percentage of trained leaders in the council to 70% in 2023, 80% in 2024, 90% in 2025.
2. Increase the percentage of trained unit top leaders to 100% yearly.
3. Increase the percentage of YPT trained leaders to 100% yearly.

General Strategies

1. Provide position specific training for leaders in each district twice a year.
2. Produce a council-wide training event for all levels of scouting to include a University of Scouting event and a Pow Wow event.
3. Inform and encourage leaders to use on-line delivery of position specific training & YPT.
4. Provide training resources to district and council committee members at all levels so they can be trained in their positions.
5. Make leaders aware of council programs, activities, and training opportunities.
6. Identify opportunities for Chartered Organizational Representatives to become more involved at the unit and district levels.
7. Recruit and develop District training teams.
8. Publish training successes.
9. Show training as a priority in Council events, communications, and programming.

Pillar IV: Quality Programs

(Offering quality district and council programs at all program levels.)

Goal 1: The Council Program Committee will serve to ensure quality programming for all Scouting programs (Cub Scouts, Scouts BSA, Venturing and Exploring) and at all levels (Unit, District, and Council) within the Piedmont Council.

Goal 2: The Council Program Committee will work with all other sub-committees to plan, organize, implement, and evaluate current and future program opportunities that are competitive with other youth-serving organizations.

Goal 3: Provide diverse programs at all levels (unit, district, and council) that offer Scouts the opportunity to grow in mind, spirit, character, and leadership.

Piedmont Council Program Strategies

1. Serve as the cohesive force to provide quality programming for all scouting divisions in the Piedmont Council.
2. Work with all other council committees to plan, organize, implement, and evaluate programming that is competitive with other youth-serving organizations.
3. Work with professional staff and the council executive committee to continually evaluate the efficacy, organization, and efficiency of council paid and appointed leaders to best develop programs that appeal to post millennial and generation Z clientele.
4. Develop a volunteer recruitment plan to identify leaders at all levels with an understanding of program needs.
5. Plan, organize, and implement a program that appeals to today's youth and satisfies parent objectives.
6. Work with professional staff to develop a plan to market activities at the council level and district levels.
7. Coordinate a master plan to increase the number of district and council programs of special interest or as educational tools for the scouting movement.
8. Develop special activities with assistance from Wood badge program, etc.
9. Continue programs to assist with scouts receiving rank advancements.
10. Develop a plan for resource identification in each district.
11. Create a council marketing position to promote, advertise, and report back on all events to increase awareness, and promote participation in future events.
12. Constantly strive to choose the right professional or volunteer to organize and supervise Council programs.
13. Perform benchmark assessments against other councils with respect to quality of program delivered and operating costs.

Cub Scout Programming

1. Recruit and train cub scout leaders.
2. Develop monthly council or district cub scout events.
3. Provide recognition programs for cub scout leaders.
4. Advertise all cub scout events open to other packs and dens in the district.
5. Buddy with nearby troops for special programs.
6. Develop a council calendar of all cub scout events in the council and contact information so resources may be coordinated.
7. Districts should coordinate events such as rocket days to include a membership recruitment statement.
8. Have awareness of the Short-Term Camp Standards that are required for some overnight camp events and alleviate the concerns about being unable to meet those requirements.
9. Promote the council events at camp earlier in the calendar, seek out volunteers to serve as staff for the Council events (Odyssey, Freaky Fall Festival, STEM Camp, Webelos Woods).
10. Plan day camps in reorganized districts to model successful past programs and consider combining day camps between districts.
11. Emphasize innovative programs for Lions and Tigers to assist with retention of this age group.

Camp Programming

1. Increase number of Boy Scouts attending summer camp, high-adventure experience, specialty camp, jamboree, or serving on camp staff.
2. Develop reputation of CBS as a premier summer camp facility with the best programming in the area to stabilize staff recruiting and retention, more effectively utilize CBS facilities, and provide a stronger revenue stream for Council
3. Increase the number and/or quality of Council camp, family camp, and resident camp activities available to Cub Scout units and Cub Scouts.
4. Set goals for increased year-long use of Camp Bud Schiele for program activities where it makes logistical, strategic, and economic sense.
5. Advertise Camp Bud Schiele activities outside the Piedmont Council
6. Consider development of family camping weekends at Camp Bud Schiele.
7. Evaluate Council and District calendars to see that scouts have a choice of outdoor activities.
8. Additional fees for certain programs (COPE, Shooting Sports) should be used to repair and replace equipment.
9. Develop a process to share action photos or videos from camp, camping excursions, Order of Arrow, and other activities of interest on District and Council webpages and clips for Unit Facebook or webpages.
10. Develop a plan to re-distribute scouting equipment and assets from disbanded unit to nearby receiving units.

Boy Scouts and Scouts BSA Programming

1. Evaluate council and district calendars to see that scouts have at least a monthly outdoor activity.
2. Evaluate and create camp programming for girls in scouting and activities for older boy scouts.
3. Evaluate documentation of merit badges to ensure all requirements are met to receive the badge. Offer merit badges that can be completed during Summer Camp.
4. Establish a leader's guide and course offering listing before October 1 or sooner to match surrounding council information concerning summer camp.

Venturing, Order of Arrow and Exploring Programming

1. Develop a listing of all venturing units in the council and process for joining.
2. Continue the relationships established with local units of the Order of the Arrow.
3. Investigate and publicize the opportunities to develop Exploring posts in expanded fields.
4. Seek sponsorships to offset the fee schedule considering less fees from corollary organizations.
5. Evaluate the possibility of explorers teaching specific merit badges

Pillar V: Quality Facilities and Safe Programs (Piedmont Council Scout Reservation and Council Office)

Goal 1: Through the work of the Council Properties Committee, ensure that all council properties are properly maintained and provide maximum benefit to its members.

Goal 2: The Enterprise Risk Management Committee will assist the Piedmont Council in developing and delivering the safest Scouting programs possible while maximizing the use of facilities.

1. Constantly strive to provide quality facilities which positively reinforce the BSA brand through a short- and long-range evaluation of camp facilities through preventive maintenance, systematic planning for camp improvements, construction of new physical plant needs, and development of funding sources to meet established facility needs.
2. Evaluate Camp Bud Schiele yearly using the BSA National Camp Accreditation Program's Camp Facility Evaluation Tool (CFET) to determine the condition, functionality, layout, and capacity of the camp to meet camp program needs of the Piedmont Council.
3. Increase camp availability and accessibility year around to scouting groups and non-scouting groups.
4. Develop and foster a Properties Committee to assess physical needs, opportunities, appropriateness of the current 88 structures and future buildings, hardscapes, landscapes, roads, and paths at camp using CFET analysis.
5. Work toward a goal of a "A" rating for Camp Bud Schiele
6. Constantly evaluate the safety and risk associated with Camp and Council Service Center.
7. Develop, chart, and evaluate the real, total cost of operation of camp.
8. Establish a comprehensive maintenance and repair budget inclusive of timelines representing planned replacement/obsolescence for all 88 structures and their contents on our camp.
9. Develop a facility use fee structure for various areas of the camp.
10. Assess major capital outlay needs of the council.
11. Develop a cadre of volunteer labor to address specific camp facility needs.
12. The Property Committee will develop/recommend a property budget for Camp Bud Schiele that reflects the facility needs to provide for program needs.

Piedmont Council Safe Program Strategies

1. Strengthen and use Enterprise Risk Management Committee and BSA resources to assist in ensuring a safe scouting experience for youth and adult leaders
2. Enterprise Risk Management Committee will assist the Piedmont Council in developing and delivering the safest, most exciting, and financially stable Scouting program possible while maximizing the use of facilities and the talents of professional staff and volunteers.
3. Decrease liability and possible legal risk associated with staff behavior at camp and volunteers in individual programs through council and district webpages, training opportunities for volunteers and paid staff, and review by the Risk Management Committee.
4. Emphasize and employ safety and child protection program reporting procedures through training, and Piedmont Council publications.
5. Make access information available on the council webpage.
6. Review selected ERM guidelines through district roundtables.
7. Review with participants in official scouting activities to ensure they become familiar with the Guide to Safe Scouting.