



Black Swamp Area Council Strategic Plan Scoreboard



Goal	Volunteer Champion/Committee/Staff Advisor	Data Source	Value	12/31/2018	12/31/2019	Objective 12/2019	Objective 12/2022
Increase Marketing							
Leading indicators							
Active Council Vice President of Marketing	Nominating Committee Chair/Nominating Committee/Scout Executive	Board Roster	status	Dave Thompson	filled	filled	filled
Council Marketing Committee with 4 volunteers	VP Marketing/Nominating Committee/Scout Executive	Committee Roster	number of volunteers	1	2	4	4
Comprehensive Marketing Plan	VP Marketing/Marketing Committee/Scout Executive	Plan Document	status	incomplete	incomplete	complete	complete
Measurables							
Membership growth (cubs, scouts, ventures, explorers)	VP Membership/Membership Committee/Assistant Scout Executive	JTE Dashboard	increase over prior year	5675	5520	5,845 (3% = 170 youth)	6,020 (3% = 175 youth)
Increase the number of units in the council (Packs, Troops, Crews, Posts, and Clubs)	VP Membership/Membership Committee/Assistant Scout Executive	Monthly Membership Status Report	increase number of units over prior year	218	221	223 (+5)	228 (+5)
Increase in registered volunteers at council, district and unit level	District Chair/District Nominating Committee/Assistant Scout Executive	Monthly Membership Status Report	number of volunteers	1832	1718	2028	2124
Increase in direct support fundraising	VP Development/Council Fund Development Committee/Development Director	JTE Dashboard	dollars	\$524,520	\$565,085	\$535,687	\$540,110

Grow Leadership/Den Leaders							
Leading indicators							
Training for charter organizations and Pack Committees in succession planning	Council Commissioner/Commissioner Staff/Training Committee/Assistant Scout Executive	Training Date and Locations	status	incomplete	incomplete	complete	complete
Monthly communication on the benefits of training and philosophy behind the council training policy with examples of our council successes.	Council Training Chair/Training Committee/Program Director	Communication Pieces	status	incomplete	incomplete	complete	complete
Direct phone contact with pack committee chairs on training Den Leaders	Council Training Chair/Training Committee/Program Director	Report from Training Committee	number of pack committee chairs with active phone conversations	not measured	not measured	100%	100%
Bring training to the Pack Unit Committee meetings	District Training Chair/District Training Committee/District Executive	Report from the Training Committee and Commissioners	status	not measured	not measured	complete	complete
Measurables							
Increase in registered den leaders	Council Commissioner/Commissioner Staff/Membership Committee/Assistant Scout Executive	Adult Training Statistics Report	number of registered den leaders	335 or 3.49 per Pack	302 or 3.32 per pack	480 or 5 per pack	576 or 6 per pack
Increase in youth retention	Council Commissioner/Commissioner Staff/Membership Committee/Assistant Scout Executive	JTE Dashboard	percent of youth retention	75.70%	72.05%	76%	78%
Increase in Cub Scout advancement	Council Advancement Chair/Council Advancement Committee/Program Director	JTE Dashboard	number of cubs advancing according to JTE	47.11%	48.93%	49%	60%

Increase Camping Opportunities/Improve Facilities							
Leading indicators							
Creation of ad-hoc committee made up adult volunteers, camp volunteer coordinators, program director, parents, camp directors and scouts.	Council President/VP Program/Program Director	Action Items from Committee	status	not started	In-Progress	complete	complete
Creation of communication plan to market cub camping opportunities	VP Marketing/Nominating Committee/Program Director	Plan Document	status	not started	not started	complete	complete
Completion of Capital Campaign for Cooper Lodge with Keith Hubbard Dining Hall	Council President/Capital Campaign Committee/Scout Executive	Dollars Raised (Blackbaud)	dollars	-	\$ 1,619,593	\$ 2,600,000	\$ 2,600,000
Completion of Capital Campaign for Yammine Lodge with Health Lodge	Council President/Capital Campaign Committee/Scout Executive	Dollars Raised (Blackbaud)	dollars	-	\$ 364,751	\$ 510,000	\$ 510,000
Measurables							
Increase in Cub Scout Camping	Council Camping Chair/Council Camping Committee/Program Director	JTE Dashboard	% of Cub Scouts Camping	35.10%	32.33%	38%	45%
Have the camping operation provide positive net revenue to the council, rather than the council subsidizing the operation	VP Program/Council Camping Committee/Program Director	Peoplesoft Budget Report (Camps-All Scope/Tree Report)	dollars	\$ (34,197.00)	\$ 22,447.00	\$ (15,280.00)	\$ 5,000.00
New Cooper Lodge with Keith Hubbard Dining Hall at Camp Lakota	VP Properties/Properties Committee/Scout Executive	Construction Progress	status	n/a	n/a	under construction	complete
New Yammine Lodge with Health Lodge at Camp Berry	VP Properties/Properties Committee/Scout Executive	Construction Progress	status	n/a	n/a	under construction	complete