

2024 - 2026 COUNCIL STRATEGIC PLAN



BOY SCOUTS OF AMERICA®
HEART OF VIRGINIA COUNCIL

ABOUT THE HEART OF VIRGINIA COUNCIL

OUR MISSION

The mission 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.

SCOUT OATH

On my honor, I will do my best to do my duty to God and my country and to obey the Scout Law; to help other people at all times; to keep myself physically strong, mentally awake, and morally straight.

SCOUT LAW

A Scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean, and reverent.

CONTACT US

8090 Villa Park Drive
Henrico, VA 23228
(804) 355-4306
www.HOVC.org



A MESSAGE FROM COUNCIL LEADERSHIP

To our Scouts, Parents, Leaders, Donors, and Alumni,

Scouting has a rich history of positively impacting the lives of over 130 million youth, and we have a bright future ahead of us. We have modernized our traditional programs with the innovations of science and technology, while infusing safety into all aspects of our program. We continue to enable the girls and boys involved to develop lifelong friendships and build the life skills needed to become the future leaders of our communities, businesses, and country.

In the Heart of Virginia Council, we aspire to grow Scouting by reaching all youth in Central Virginia and giving them the opportunity to participate in a quality program. This three-year strategic plan lays out the five imperatives of Culture, Membership, Development, Program, and Infrastructure that will allow us to leverage the resources necessary to serve more families, including the most underserved areas of the Council. These resources include trained volunteer leadership, world-class facilities, proper funding, reengaging alumni, and hiring and retaining staff to support our units.

We will continue to ensure that the Heart of Virginia Council provides a safe environment for our Scouts as they learn character and leadership skills that will allow them to make ethical and moral decisions over their lifetime based on the values of the Scout Oath and Law.



Damian Klute
Board Chair



Charlotte Pemberton
Council Commissioner



George McGovern
Scout Executive / CEO





WHO DO WE SERVE?

The Heart of Virginia Council serves and supports our units so they can deliver the highest quality Scouting program possible. We seek to impact and support:



YOUTH



SCOUT UNITS



THE COMMUNITY



VOLUNTEERS



DONORS



EMPLOYEES

2035 VISION



SCOUTING IN THE HEART OF VIRGINIA COUNCIL

- Will be the best youth program for developing character and leadership
- Places an emphasis on safety, friendship, and culture
- Has a growing, thriving, and diverse youth membership
- Has the financial resources to grow its membership, deliver programs, and support units
- Maintains state-of-the-art properties and equipment in support of program experiences for all Council youth
- Has a team of engaged, talented and well-trained volunteers and professionals to serve units
- Commits to providing a meaningful Scouting experience!





STRATEGIC IMPERATIVES

CULTURE

Foster a **culture of safety and belonging** to positively affect Scouting's **impact** and **value** for all groups that we serve.

MEMBERSHIP

Grow our **organization** so we can **positively impact** as many lives as possible.

DEVELOPMENT

Effectively **fundraise** to ensure **mission delivery** and **long-term success**.

PROGRAM

Deliver all aspects of the Scouting program at or **above standard** for all levels of the movement across all districts in the Council.

INFRASTRUCTURE

Continually **evaluate, fund, and upgrade** Council infrastructure.

A photograph of two Scouts shaking hands. One Scout is wearing a blue uniform with a red neckerchief, and the other is wearing a blue uniform with a red neckerchief. They are standing outdoors on a grassy area with fallen leaves. The background is slightly blurred.

STRATEGIC IMPERATIVES

CULTURE

Foster a culture of safety and belonging to positively affect Scouting's impact and value for all groups that we serve.

SAFETY BELONGING
FRIENDSHIPS LEADERSHIP

Objective:

To be recognized as the top of mind, very best youth organization for building friendships and developing character and leadership qualities.

Goals:

1. Create and promote a culture of safety and belonging for all groups we serve.
2. Establish a consistent Council brand that embodies the culture and values to support program volunteers and parents.
3. Increase the public's awareness of Scouting's community impact and value to the individual.
4. Organize a new Cub family onboarding experience to ensure that every family feels included and welcome.
5. Provide a seamless transition process from Cubs to Scouts BSA to improve program retention.

Strategies:

1. HOVC follows the NBSA Youth Protection Training (YPT) standard that all registered leaders are current in their YPT status. The HOVC has established procedures to maintain that standard. Any person who does not have current YPT cannot participate in any Scouting activity where YPT is required.
2. Develop a comprehensive Council brand and communication plan that provides consistent and transparent information to support program volunteers and parents through the Council's website, social media presence, and other forms of communication.
3. Find ways to leverage mass media, social media, and other forms of communication to highlight the contributions and successes of the Council in facilities, program, and unit support and tell our story regarding friendship and character, culture and safety, and value for money.
4. Design and implement a new Cub family onboarding process that ensures each new family has desired opportunities by the 30/60/90-day mark.
5. Establish a focus group of first year Scouts BSA families to determine what attracted them to the program, made them stay, and what they wish they had during the transition to better inform improvements.

STRATEGIC IMPERATIVES

MEMBERSHIP

Grow our organization so we can positively impact as many lives as possible.



Objective:

Reach all segments of the Heart of Virginia Council's population to engage families in scouting to grow units, increase membership, and recruit quality volunteer leaders.

Goals:

1. Increase new units.
2. Increase new youth and adult leader membership.
3. Attain best-in-class retention of youth.
4. Increase the engagement of adults to actively participate at the unit, district, or Council level.

Strategies:

1. Leverage current units, scouts, and active families to be more engaged in member and leader recruitment and retention.
2. Leverage knowledge of HOVC footprint, member information, and community contacts to create new units, particularly targeting girls and families of color, and achieve greater membership diversity per Council's total available youth.
3. Increase retention by preparing packs to grow their capacity to serve a greater number of families generated through Join Scouting Nights.
4. Identify geographic areas within the Council footprint that has lost or declined in units/members during covid to re-establish a Scouting presence.
5. Work with units and Scouting families to develop and execute recruitment outside of schools.
6. Develop ways to engage school systems and individual educators to support the scouting programs, especially recruitment, and communications to potential Scouting families.



STRATEGIC IMPERATIVES DEVELOPMENT

Effectively fundraise to ensure mission delivery and long-term success.

FUNDRAISING SUPPORT
LONG-TERM SUCCESS

Objective:

Raise the funds needed to support the annual operation, capital needs, and endowment funds to ensure the Council is in good financial health.

Goals:

1. Enhance execution around current revenue streams to generate an annual surplus of 2% or greater in the operating fund.
2. Grow the Endowment Fund to \$7.5 million.
3. Identify and secure a naming contributor to complete the HOVC Leadership Center.
4. Raise \$5 million between 2024-2026 to implement the HOVC Scout Reservation Master Plan with a primary focus on safety and infrastructure projects.
5. Build a network of relationships to create access to higher level donors in the community.

Strategies:

1. Use the 2023 Donor Search data to identify High Net Worth and Ultra-High Net Worth individuals who can help support our goals.
2. Develop ways to engage younger donors (younger than 50 years old) to support our programs.
3. Reengage past high net worth donors to support the development goals.
4. Strengthen the FOS dinner to pre-Covid-levels, and continue to grow sporting clays and golf events as our current key three fundraising events.
5. Use the "FOS Forever" campaign and "Five Endowment Buckets" to generate endowment dollars.
6. Create intimate donor experiences to cultivate and steward higher level donors.
7. Use executive board members to individually review the current high net worth donors to establish and maintain connections.

STRATEGIC IMPERATIVES PROGRAM

Deliver all aspects of the Scouting program at or above standard for all levels of the movement across all districts in the Council.



Objective:

Provide outstanding value to stakeholders (Scouts, Parents, Leaders, Volunteers) through safe program opportunities that build friendships, character, leadership, and confidence.

Goals:

1. Improve promotion, attendance, execution, and support of outdoor and on-site program opportunities at all levels of the movement.
2. Continue tracking, communication, and recognition of advancement across the Council while enhancing the spectrum of key performance indicators (KPIs) monitored to drive results.
3. Improve delivery and unification of training programs for all positions across the Council, while adjusting the KPIs monitored to drive results.

Strategies:

1. Increase attendance at our summer camps by developing and executing a plan to ensure that every pack and troop has an opportunity to hear an in-person camp promotion presentation at a unit meeting.
2. Increase the Council's capacity to deliver high-quality Weekend Experiences to packs and Troops at the HOVC Scout Reservation, covering content requested by the units.
3. Work with the commissioner team to support unit-level content opportunities where needed or requested.
4. Plan and promote opportunities for public recognition of milestone achievements for both youth and adults.
5. Evaluate the timeline and geographic availability of Council-level training events to be used where possible, as opposed to district specific events.
6. Adjust the allocation of volunteer resources to deliver consistent training opportunities that serve all districts in the Council.
7. Develop KPI-based data collection and reporting relating to program, advancement, and training results.

STRATEGIC IMPERATIVES INFRASTRUCTURE

Continually evaluate, fund, and upgrade Council infrastructure.



Objective:

Provide top-tier camp facilities and human infrastructure to excite, attract, and maintain our scouts, staff, and volunteers.

Goals:

1. Create a financially and operationally efficient use of space model for the Heart of Virginia Council office.
2. Make the Heart of Virginia Scout Reservation a model Scout summer, short-term, and day camp, integrating the National's Continuous Camp Improvement documents and reaching or exceeding all NCAP standards for BSA camps.
3. Well-documented internal and external marketing and use plans for the Council office space, the Council Scout Reservation, and other camping facilities.
4. Identify, fund, and fill critical positions to deliver the strategic plan.
5. Have knowledgeable volunteers, enthusiastic and dedicated to the success of Scouting.

Strategies:

1. Update the HOVC Leadership Center space utilization and usage plan to meet the current and future objectives to determine how groups may use the additional space. Develop a master space plan for the Council office considering the Council's buildings and infrastructure's long-range growth, goals, development, and vision and determine how outside groups could use excess space.
2. Review the recently completed Heart of Virginia Scout Reservation Master Plan to develop an approach to fund the projects based on both immediate and desired needs.
3. Evaluate potential revenue sources and uses to assist in making the camps financially stable and economically self-sufficient.
4. Write key descriptor documents for each staff member and benchmark wages against similar organizations in a 200-mile region. Hire to the descriptor requirements.
5. Document a volunteer orientation that is multistep, ongoing, and targeted.

2024 - 2026 COUNCIL STRATEGIC PLAN



BOY SCOUTS OF AMERICA®
HEART OF VIRGINIA COUNCIL

