

FINAL REVIEW  
DRAFT

Scouting  America

East Carolina Council

## 2026 – 2030 STRATEGIC PLAN



19 NOV 2025



APPROVED:

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DR CHRIS TAYLOR  
COUNCIL PRESIDENT

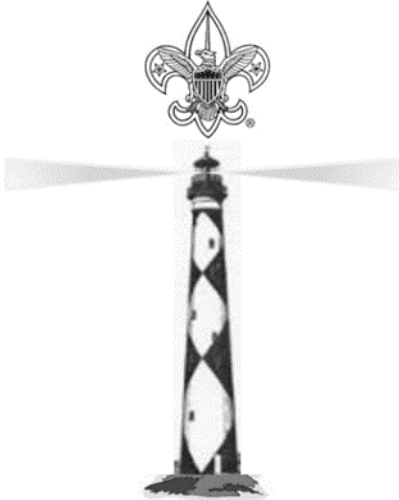
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DWAYNE JONES  
SCOUT EXECUTIVE/CEO

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VP STRATEGIC PLANNING





## **Vision**

Where we are going...

LIGHTING THE WAY for youth, the East Carolina Council strives to be the Beacon for Scouting in eastern NC by...

- Earning recognition as a premier organization because of our appeal to youth from all diverse communities and the leadership excellence of the council's adult volunteers and employees
- Delivering the promises of Scouting — adventure, challenge, learning, responsibility — using the most relevant and rigorous character and leadership programs available...

## **Mission**

Our PLAN to make Scouting THRIVE...

The East Carolina Council is committed to delivering the Scouting program in a manner that will prepare young people to be responsible, participating citizens and leaders who will make ethical and moral choices over their lifetimes by:

- Helping youth mature into wholesome, capable, contributing, and personally fit adults guided by the positive moral and ethical values expressed in the Scout Oath/Promise and Law
- Providing exceptional support to our units through professional management and continuous improvement of the quality of our programs
- Assembling and training outstanding adult role models as volunteer leaders

- Providing ample financial and material resources to implement the program
- Promoting the program to parents, youth and the general communities in our service area
- Delivering life experiences and adventures that are fun and educational
- Developing tomorrow's leaders which will strengthen our community and nation

## **Core Values**

Our NorthStar --- the principles that guide our actions...

We will:

- Always act in a Scout like manner (by the Scout Oath and Law)
- Always act with integrity—we do what we say we will
- Respect diversity and individualism and strive to make our Council a reflection of the neighborhoods we serve
- Deliver the Promise of Scouting to our youth and make being a Scout or a volunteer fun and exciting
- Above all, we will work to provide a safe environment for all youth involved in our programs

**The 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.

## The Scout Law – A Scout is:

**TRUSTWORTHY.** Tell the truth and keep promises. People can depend on you.

**LOYAL.** Show that you care about your family, friends, Scout leaders, school, and country.

**HELPFUL.** Volunteer to help others without expecting a reward.

**FRIENDLY.** Be a friend to everyone, even people who are very different from you.

**COURTEOUS.** Be polite to everyone and always use good manners.

**KIND.** Treat others as you want to be treated. Never harm or kill any living thing without good reason.

**OBEDIENT.** Follow the rules of your family, school, and pack. Obey the laws of your community and country.

**CHEERFUL.** Look for the bright side of life. Cheerfully do tasks that come your way. Try to help others be happy.

**THRIFTY.** Work to pay your own way. Try not to be wasteful. Use time, food, supplies, and natural resources wisely.

**BRAVE.** Face difficult situations even when you feel afraid. Do what you think is right despite what others might be doing or saying.

**CLEAN.** Keep your body and mind fit. Help keep your home and community clean.

**REVERENT.** Be reverent toward God. Be faithful in your religious duties. Respect the beliefs of others.

## Pillar Themes/Goals/Strategic Initiatives

The broad areas in which we seek outcomes as reflected in specific goals set for 2026 – 2030.



### PILLAR GOAL #1 - GROWTH & RETENTION

SERVE MORE YOUTH BY 2030:

- 4,500 Scouts
- 2,250 Leaders
- 200 Units

#### +++STRATEGIC INITIATIVES+++

INITIATIVE NUMBER	INITIATIVE DESCRIPTION
1-1	<p><b>VIRTUAL ROUNDTABLE</b>                      DEVELOP and IMPLEMENT a VIRTUAL DISTRICT &amp; COUNCIL ROUNDTABLE MEETING capability under the lead of the IT COMMITTEE assisted by the Council Commissioner and VP of Programs with input from other Council Committees as required to include:</p> <ul style="list-style-type: none"> <li>• ID Cluster ROUNDTABLE sites in each district</li> <li>• ID Cluster Venues that can support a virtual large screen session</li> </ul> <p>[RESOURCE REFERENCE(S):                      A - <a href="https://www.scouting.org/commissioners/roundtable-support/virtual-roundtable-resources/">https://www.scouting.org/commissioners/roundtable-support/virtual-roundtable-resources/</a>                      B - <a href="https://northstar.ocscouts.org/training/roundtable/">https://northstar.ocscouts.org/training/roundtable/</a>                      C - <a href="https://blog.scoutingmagazine.org/2022/06/24/virtual-roundtables-what-they-are-who-theyre-for-how-they-can-help/">https://blog.scoutingmagazine.org/2022/06/24/virtual-roundtables-what-they-are-who-theyre-for-how-they-can-help/</a>                      D - <a href="https://nhscouting.org/watch-the-february-council-wide-virtual-roundtable/">https://nhscouting.org/watch-the-february-council-wide-virtual-roundtable/</a>                      --- See Initiative 2-11</p>
1-2	<p><b>BUILD SCHOOL RELATIONSHIPS</b>                      Form a FOCUS GROUP to STUDY/DEVELOP AND IMPLEMENT A PLAN to “Open the Doors” of as many schools in our Council service footprint as possible so as to deliver more SCOUT TALK and JOIN SCOUTING NIGHT</p>

	<p><b>programs</b></p> <ul style="list-style-type: none"> <li>• The FOCUS Group membership should leverage Scouters who are educators or who bring public school credibility by virtue of their professional relationships</li> <li>• KICKOFF the effort with a dinner organizing session to include the Scout Executive</li> </ul> <p>[RESOURCE REFERENCE(S):  A - <a href="https://blog.scoutingmagazine.org/2017/05/24/4-ways-the-bsa-is-strengthening-its-relationships-with-schools/">https://blog.scoutingmagazine.org/2017/05/24/4-ways-the-bsa-is-strengthening-its-relationships-with-schools/</a>  B - <a href="https://scoutingwire.org/wp-content/uploads/2018/06/512-88018_School_Access_Rsrc_Toolkit_WEB.pdf">https://scoutingwire.org/wp-content/uploads/2018/06/512-88018_School_Access_Rsrc_Toolkit_WEB.pdf</a></p>
<p><b>1-3</b></p>	<p><b>DEVELOP NEW UNIT SPONSORS</b></p> <p>FIND NEW UNIT SPONSORS by DEVELOPING and IMPLEMENTING A “TOGETHER WE ORGANIZE PLAN” under the mentorship of the SCOUT EXECUTIVE</p> <p>[RESOURCE REFERENCE(S):  A - <a href="https://filestore.scouting.org/filestore/commissioner/pdf/32990.pdf">https://filestore.scouting.org/filestore/commissioner/pdf/32990.pdf</a></p>
<p><b>1-4</b></p>	<p><b>UNIT &amp; DISTRICT SERVICE</b></p> <p>DEVELOP and IMPLEMENT a plan to recruit/train a Commissioner Team to annually deliver energized and robust UNIT SERVICE to all units in support of RECHARTER; the development of UNIT GROWTH PLANS where warranted; and mentoring of DISTRICT NOMINATING COMMITTEES (see Initiative 2-13) to best ensure their success in recruiting the “best and finest” to staff all vacancies.</p> <ul style="list-style-type: none"> <li>• Enlist the assistance of at least 2 local Council Board members to support and serve as resources for the DISTRICT NOMINATING COMMITTEE</li> </ul>
<p><b>1-5</b></p>	<p><b>SHOWCASE SCOUTING</b></p> <p>Develop a District Scout Show to showcase “Scouting in Action” and put a public face on Scouting for rollout in 2028 by permitting all units to “show their stuff”</p> <p>[RESOURCE REFERENCE(S):  A – <a href="https://www.danielboonecouncil.org/ScoutShow">https://www.danielboonecouncil.org/ScoutShow</a>  B – <a href="https://www.nega-bsa.org/scoutshow">https://www.nega-bsa.org/scoutshow</a>  C - <a href="https://www.facebook.com/CTRivers.BSA/posts/dont-forget-to-register-for-the-scout-show-the-biggest-event-of-the-year-all-troop/1229883242512521/">https://www.facebook.com/CTRivers.BSA/posts/dont-forget-to-register-for-the-scout-show-the-biggest-event-of-the-year-all-troop/1229883242512521/</a></p>

1-6	<p><b>GROW SEA SCOUTING</b></p> <p>Task the Council Sea Scout Committee to DEVELOP and IMPLEMENT a plan to: (a) promote the organization of new Sea Scout Ships; (b) improve utilization of Sea Scout resources (especially Council watercraft); and (c) market and develop our very own Pamlico Sea Base (PSB) as a routine location for Sea Scout training (e.g., Sea Badge) and Sea Scout regional events (e.g., Sea Scout Academy, Rendezvous, Introduction to On-the-Water Leader Skills (IOWLS). The plan should highlight essential PSB site improvements for consideration by the Properties Committee.</p> <ul style="list-style-type: none"> <li>• It is noted that the addition of an outdoor pad with a nautical gaff flag pole with yard arms designed to accommodate an outdoor Landship set-up area would enhance the attractiveness of Pamlico Sea Base for Sea Scout programs</li> </ul>
1-7	<p><b>AREA MEMBERSHIP LEADS</b></p> <p>DEVELOP A PLAN, TRAIN, and STAFF an Area Membership Lead for each population center considered to be a “prime recruiting area” to include a Job Description for the position detailing responsibilities and expected outcomes --- SEE INITIATIVE 2-6</p>
1-8	<p><b>AMERICA 250 BUILD THE BRAND</b></p> <p>PLAN and LAUNCH a comprehensive membership marketing campaign to showcase Scouting opportunities during AMERICA 250 leveraging a citizenship and SERVICE TO COUNTY theme</p> <ul style="list-style-type: none"> <li>• Re-introduce Scouting to the ECC service area community with an “ALL OUT FOR SCOUTING” celebratory/showcase event</li> <li>• Develop a follow-on periodic program to showcase Scouting in Action in the ECC service area (e.g., an annual Scout Show where each unit can “show their stuff” --- SEE INITIATIVE 1-5</li> <li>• Use available marketing tools to highlight Council programs, as well as, our trained leaders, facilities, and resources to fulfil the Scouting mission ---SEE ALSO CALLING ALL SCOUTS – PAST, PRESENT &amp; FUTURE Initiative 3-6</li> <li>• Employ the Order of the Arrow (OA) by leveraging their commitment to camping and also as Council Ambassadors to distribute CAMP BODDIE and PAMLICO SEA BASE flyers at every OA Conclave</li> </ul>
1-9	<p><b>ARROW OF LIGHT TO SCOUT TRANSITION</b></p> <p>DEVELOP, IMPLEMENT, and PROMOTE an ARROW OF LIGHT to SCOUT TRANSITION PROGRAM</p>

	<ul style="list-style-type: none"> <li>Employ the Order of the Arrow where possible for ceremonial “bridge crossing ceremonies”</li> </ul> <p>RESOURCE REFERENCE(S):  A. <a href="https://www.scouting.org/programs/scouts-bsa/resources/recruitment-marketing/webelos-to-scouts-transition/">https://www.scouting.org/programs/scouts-bsa/resources/recruitment-marketing/webelos-to-scouts-transition/</a></p>
<b>1-10</b>	<p><b>DIVERSITY OUTREACH</b></p> <p><b>DEVELOP and IMPLEMENT a plan to improve minority recruiting so as to improve our diversity outreach currently 10% ethnic diversity and 14 % gender diversity --- See also HUMAN CAPITAL DEVELOPMENT, INITIATIVE 2-7, Priority 1 - MEMBERSHIP PROFESSIONAL HIRE</b></p>

**PILLAR GOAL #1 IMPLEMENTATION GUIDE**

<b>INITIATIVE NUMBER</b>	<b>START YEAR</b>	<b>RESPONSIBLE PERSON</b>	<b>TARGET COMPLETE DATE(S)</b>
<b>1-1</b> VIRTUAL ROUNDTABLE	<b>2027</b>		
<b>1-2</b> BUILD SCHOOL RELATIONSHIPS	<b>2026</b>		
<b>1-3</b> DEVELOP NEW UNIT SPONSORS	<b>2027</b>		
<b>1-4</b> UNIT & DISTRICT SERVICE	<b>2027</b>		
<b>1-5</b> SHOWCASE SCOUTING	<b>2028</b>		
<b>1-6</b> GROW SEA SCOUTING	<b>2028</b>		
<b>1-7</b> AREA MEMBERSHIP LEADS	<b>2026</b>		
<b>1-8</b> AMERICA 250 BUILD THE BRAND	<b>2026</b>		
<b>1-9</b> ARROW OF LIGHT TO SCOUT TRANSITION	<b>2029</b>		
<b>1-10</b> DIVERSITY OUTREACH	<b>2029</b>		



## PILLAR GOAL #2 – HUMAN CAPITAL DEVELOPMENT

Recruit, train, and fully staff the leadership team with servant leaders committed to delivering the promises of Scouting by 2030:

- Active & engaged Board (50 members)
- Effective Council Committees (65 members)
- Fully Developed & Trained Professional Staff – 15\*

\*Professional Staff (15) – Scout Exec., ASE, Office Mgr., Ranger, Marketing, Registrar, District Directors (2), District Executives (2), AST. Ranger, MCO Lead Aide, MCO Specialist (2), Program Director

### +++STRATEGIC INITIATIVES+++

INITIATIVE NUMBER	INITIATIVE DESCRIPTION
2-1	<p><b>NEW COUNCIL BOARD MEMBER ORIENTATION</b>            Develop a NEW BOARD MEMBER ORIENTATION PROGRAM based on; (1) an initial virtual session conducted by the VP ADMIN to cover basic job description responsibilities, expectations (e.g., meeting attendance frequency, District support, etc.); introduction to the MyScouting website; Safeguarding Youth Training requirements; FoS commitments; selection of a Council fund development initiative to join and support; Council Committee assignment(s); and Strategic Plan review, and (2) a follow-on self-study assignment using on line MyScouting Board training self-study resources (see <a href="https://www.scouting.org/council-support/cebo/">https://www.scouting.org/council-support/cebo/</a>) with a requirement to certify completion within 90 days            --- See also Initiative 4-2</p>
2-2	<p><b>RESTRUCTURE COUNCIL BOARD MEETINGS</b>            Re-structure Board Meetings to more effectively conduct Council business monthly by assigning Board Members, based on their strengths and abilities, to monthly STRATEGIC governance OR Operations governance Board sessions</p>
2-3	<p><b>COUNCIL BOARD DISTRICT CHAIR PARTICIPATION</b>            Invite District Chairs or their designated representative to participate in monthly Operations Board Meetings to maintain transparency and</p>

	foster a one-team culture within the Council															
2-4	<p><b>COUNCIL BOARD YOUTH REPRESENTATIVES</b>  Ensure youth point-of-view representation and input on Council Board matters appropriate to program by selecting and appointing at least two senior scouts to serve as youth representative participants in Operations Board sessions.</p>															
2-5	<p><b>DISTRICT BOARD LEADERSHIP</b>  Maintain adequate leadership in key positions*</p> <ul style="list-style-type: none"> <li>*DISTRICT CHAIR</li> <li>NOMINATING CHAIR</li> <li>FUND DEV (FoS) CHAIR</li> <li>PROGRAM CHAIR</li> <li>TRAINING CHAIR</li> <li>ADVANCEMENT CHAIR</li> <li>MEMBERSHIP CHAIR</li> </ul>															
2-6	<p><b>MEMBERSHIP &amp; FUND DEVELOPMENT AREA LEADS</b>  The Council Membership Committee shall assist District Teams in recruiting Area Leads for Membership &amp; Fund Development to focus on “mining” membership and funding opportunities in individual <u>population centers</u> ** located in each District</p> <ul style="list-style-type: none"> <li>** Morehead City</li> <li>Washington</li> <li>Greenville</li> <li>Kinston</li> <li>Rocky Mount</li> <li>Jacksonville</li> <li>New Bern</li> <li>Tarboro</li> <li>Roanoke Rapids</li> <li>Wilson</li> </ul> <p>---See Initiatives 1-7 and 4-5</p>															
2-7	<p><b>PROFESSIONAL STAFF ENHANCEMENTS</b>  Invest in additional professional staff to excel in performing operational tasks and providing essential Council services in the following areas as prioritized below:</p> <table border="1"> <thead> <tr> <th>PRIORITY</th> <th>POSITION (QTY)</th> <th>FOCUS</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Membership (1)</td> <td>Increase ethnic and gender diversity (See Initiative 1-10)</td> </tr> <tr> <td>3</td> <td>Fund Development (1)</td> <td>Develop new funding sources and major donors and coordinate the “mining” activities of AREA FUND DEVELOPMENT LEADS</td> </tr> <tr> <td>2</td> <td>Program (1)</td> <td></td> </tr> <tr> <td>4</td> <td>District Director (2)</td> <td></td> </tr> </tbody> </table>	PRIORITY	POSITION (QTY)	FOCUS	1	Membership (1)	Increase ethnic and gender diversity (See Initiative 1-10)	3	Fund Development (1)	Develop new funding sources and major donors and coordinate the “mining” activities of AREA FUND DEVELOPMENT LEADS	2	Program (1)		4	District Director (2)	
PRIORITY	POSITION (QTY)	FOCUS														
1	Membership (1)	Increase ethnic and gender diversity (See Initiative 1-10)														
3	Fund Development (1)	Develop new funding sources and major donors and coordinate the “mining” activities of AREA FUND DEVELOPMENT LEADS														
2	Program (1)															
4	District Director (2)															

2-8	<p><b>BUILD THE COUNCIL/DISTRICT TEAM</b></p> <p>Conduct a <u>Council Coordinated Meeting</u> annually with breakout sessions that bring like functions together to explore topics of mutual interest and build team relationships. For example, all District Membership Chairs meet with the Council Membership Committee, all District Advancement Chairs meet with the Council Program-Advancement Committee Chair, all District Roundtable Chairs meet with the Council Commissioner, all District Chairs meet with the Council President, etc.</p>
2-9	<p><b>COUNCIL TRANSPARENCY WEBSITE PAGE</b></p> <p>Add a WEBSITE TRANSPARENCY PAGE to detail the Council Board organization and staffing by name and similar information for each District Team</p>
2-10	<p><b>ONE TEAM RELATIONSHIP BUILDING</b></p> <p>Solicit interested Scouters council wide to serve on Council and CST-15 Committees and use this action to identify key skills and subject matter experts that both add value and further build important ONE TEAM relationships</p>
2-11	<p><b>VIRTUAL ROUNDTABLE</b></p> <p>DEVELOP and IMPLEMENT a VIRTUAL ROUNDTABLE capability and <u>TEAM</u> to provide monthly relevant training and program skills for both Pack and Troop operations Council wide in support of GROWTH &amp; RETENTION INITIATIVE 1-1. This virtual “training and program” skills component will supplement the initial “breakout rooms” meeting session during which each District’s Units will virtually meet with their respective District Team for opening ceremonies, addressing unit issues, and the dissemination of information...</p>
2-12	<p><b>UNIT SERVICE</b></p> <p>Energize the COUNCIL COMMISSIONER TEAM by recruiting, training, and assigning Unit Commissioners as needed to achieve the desired 1:3 Commissioner to Units ratio and motivating them to provide exceptional Unit Service</p>
2-13	<p><b>DISTRICT TEAM NOMINATING COMMITTEE SUPPORT</b></p> <p>DEVELOP and IMPLEMENT a plan to support to District Teams in organizing and conducting their annual Nominating Committee activities</p> <p>--- See Initiative 1-4</p>
2-14	<p><b>COR RELATIONSHIP BUILDING</b></p> <p>Improve the relationship with each unit sponsor COR by implementing an annual face-to-face meeting called by the Unit Commissioner and to include a key leader from every sponsored unit (CC and Top Unit Leaders). The purpose is to deliver a printed copy of the Counsel Annual Report, express thanks to the Chartered Organization for their support of the Scouting Program, and extend an invitation for the COR to participate in units’ events (e.g. Courts of Honor, Blue &amp; Gold Banquets, etc.) all in an effort to build a more productive partnership relationship.</p>

**PILLAR GOAL #2 IMPLEMENTATION GUIDE**

<b>INITIATIVE NUMBER</b>	<b>START YEAR</b>	<b>RESPONSIBLE PERSON</b>	<b>TARGET COMPLETE DATE(S)</b>
<b>2-1</b> NEW COUNCIL BOARD MEMBER ORIENTATION	<b>2026</b>		
<b>2-2</b> RESTRUCTURE COUNCIL BOARD MEETINGS	<b>2026</b>		
<b>2-3</b> COUNCIL BOARD DISTRICT CHAIR PARTICIPATION	<b>2026</b>		
<b>2-4</b> COUNCIL BOARD YOUTH REPRESENTATIVES	<b>2026</b>		
<b>2-5</b> DISTRICT BOARD LEADERSHIP	<b>2026</b>		
<b>2-6</b> MEMBERSHIP & FUND DEVELOPMENT AREA LEADS	<b>2027</b>		
<b>2-7</b> PROFESSIONAL STAFF ENHANCEMENTS	<b>2028</b>		
<b>2-8</b> JOINT COUNCIL BOARD/DISTRICT BOARD MEETING	<b>2027</b>		
<b>2-9</b> COUNCIL TRANSPARENCY WEBSITE PAGE	<b>2026</b>		
<b>2-10</b> ONE TEAM RELATIONSHIP BUILDING	<b>2027</b>		
<b>2-11</b> VIRTUAL ROUNDTABLE	<b>2026</b>		
<b>2-12</b> UNIT SERVICE	<b>2027</b>		
<b>2-13</b> DISTRICT TEAM NOMINATING COMMITTEE SUPPORT	<b>2027</b>		

<b>2-14</b> <b>COR RELATIONSHIP</b> <b>BUILDING</b>	<b>2028</b>		
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## PILLAR GOAL #3 – CALLING ALL SCOUTS – PAST, PRESENT & FUTURE

By 2030:

- Leverage the great resource of leadership and support represented by those who have experienced and benefitted from the Scouting program in the past
- Embrace the diversity of current and future Scouts in both physical makeup and activities/interests through programs that appeal to a broad spectrum of youth by delivering a range of appealing adventures with a purpose

### +++STRATEGIC INITIATIVES+++

INITIATIVE NUMBER	INITIATIVE DESCRIPTION
3-1	<p><b>LEVERAGE EAGLE SCOUT ALUMNI</b>            DEVELOP and IMPLEMENT a plan to “build bridges” to Past Eagle Scouts (NESA) residing in our service area as a source of volunteer leadership, Council ambassadors, building relationships with community resources, and individual financial support by:</p> <ul style="list-style-type: none"> <li>• Hold a meet and greet event</li> <li>• Put available volunteers to work (a source of Council and District leaders, ad hoc committee members, merit badge counselors, etc.</li> <li>• Solicit financial support via FoS</li> <li>• Encourage participation and leadership in Council fund raising events</li> </ul>
3-2	<p><b>CAMP BODDIE PROGRAM ENHANCEMENTS</b>            DEVELOP and IMPLEMENT a <u>time-based evolutionary</u> CAMP BODDIE PROGRAM ENHANCEMENT PLAN to both attract more local ECC troops; enhance the FUN &amp; ADVENTURE appeal for both Scouts and Scouters; and make OUR camp a more competitive choice for summer camp shoppers and “shine” as the premier SUMMER CAMP in the Mid-Atlantic</p> <ul style="list-style-type: none"> <li>• The plan shall review and recommend SCOUTCRAFT enhancements that helps Scouts develop and improve their knowledge and skills in the outdoors.</li> </ul>

	<ul style="list-style-type: none"> <li>• Focus on the immediate expansion of the newest appealing Merit Badges (e.g., AI and CYBERSECURITY)</li> <li>• Consider offering a TECHNOLOGY Merit Badge track: AI , CYBERSECURITY, DIGITAL TECHNOLOGY, ROBOTICS, INVENTING, PROGRAMMING, ENERGY, and ENGINEERING)</li> <li>• Consider offering a STEM Merit Badge track (see <a href="https://www.scouting.org/merit-badge-tips-guide/stem-merit-badges/">https://www.scouting.org/merit-badge-tips-guide/stem-merit-badges/</a>)</li> <li>• Consider development of a Merit Badge track to explore potential vocations and life skills (this program might leverage local industries, colleges/universities, and businesses (potential Merit Badges may include HEALTHCARE PROFESSIONS, PLUMBING, DRAFTING, METAL WORK, TRUCK TRANSPORTATION, DENTISTRY, JOURNALISM, PULP &amp; PAPER, FARM MECHANICS, SURVEYING, PUBLIC HEALTH, AND VETERINARY MEDICINE)</li> <li>• Ensure that all 14 Eagle Required merit badges are offered</li> <li>• A survey of Scouts may provide better insight as to what peaks majority interest</li> <li>• SEE INITIATIVE 3-3 BELOW</li> <li>• Provide input to the PROPERTIES COMMITTEE on camp physical requirements to support the recommended program enhancement plan</li> </ul>
<p><b>3-3</b></p>	<p><b>EXPANDED CAMP BODDIE ANNUAL EVENTS</b>  <b>DEVELOP and IMPLEMENT a plan to add new annual events to enhance year-round use of the Camp Boddie by attracting local and regional scout units</b></p> <ul style="list-style-type: none"> <li>• Potential example event ideas include: <ul style="list-style-type: none"> <li>-Annual Cardboard Boat Race</li> <li>-Annual Disc Golf Competition</li> <li>-Blackbeard’s Treasure Geocache Competition</li> <li>-Annual Drone Flying Competition</li> <li>-Annual SCOUT FAMILY picnic</li> <li>-Others TBD</li> </ul> </li> </ul>
<p><b>3-4</b></p>	<p><b>PAMLICO SEA BASE PROGRAM ENHANCEMENTS</b>  <b>DEVELOP and IMPLEMENT a plan to offer new water-based adventures at Pamlico Sea Base (PSB)</b></p> <ul style="list-style-type: none"> <li>• An example candidate program may be a 50-mile afloat river canoe trek leveraging the SOUND RIVERS camping platform resources along the TAR/PAMLICO (the Tar-Pamlico Water Trail)</li> <li>• Input of the PSB staff in addressing this initiative is required</li> </ul>
<p><b>3-5</b></p>	<p><b>CAMP BODDIE CAMP USE RECOGNITION INCENTIVE</b>  <b>DEVELOP and IMPLEMENT a CAMP BODDIE use recognition incentive to encourage and motivate units (especially those of the ECC) to avail themselves of the year-round program opportunities at Camp Boddie.</b></p> <ul style="list-style-type: none"> <li>• One idea might be the award of a DUTCH OVEN (year 1 Award) inscribed with the Unit Number and a CAMP BODDIE logo with date (to include a unit</li> </ul>

	<p>picture of the presentation taken in front of the Dining Hall to be posted on an interior Camp Boddie Hall of FAME wall</p> <ul style="list-style-type: none"> <li>• Awards to be based on annual unit participation goal (e.g., 4 events per year with Summer Camp participation counting as 2) with different awards each year (e.g., Year 2 = an axe with engraving)</li> </ul>
<p><b>3-6</b></p>	<p><b>CAMP BODDIE/PAMLICO SEA BASE MARKETING &amp; PROMOTION</b></p> <p><b>DESIGN, DEVELOP and IMPLEMENT a robust and aggressive marketing and promotion plan for both Camp Boddie and Pamlico Sea Base (PSB)</b></p> <ul style="list-style-type: none"> <li>• Consider all media that may be leveraged</li> <li>• Design new literature</li> <li>• Consider inviting one of the Scouting Magazines to visit and write a feature article as we did when we first offered the jet skis as part of our program (see <a href="http://scoutingmagazine.org/2012/04/rev-up-summer-plans-with-personal-watercrafts/">http://scoutingmagazine.org/2012/04/rev-up-summer-plans-with-personal-watercrafts/</a>)</li> <li>• Encourage and provide a process for Scouts and Leaders participating in Camp Boddie and PSB program to submit pictures which may, in turn, used for marketing and program</li> <li>• SEE ALSO GROWTH AND RETENTION INITIATIVE 1-8</li> </ul>
<p><b>3-7</b></p>	<p><b>CAMP BODDIE RENTAL INCOME INITIATIVES</b></p> <p><b>DEVELOP a plan for year-round use of Camp Boddie for non-scouting rentals to include, for example, corporate retreats and offsite events; church, civic, and corporate picnics; and weddings.</b></p> <ul style="list-style-type: none"> <li>• The plan should address requisite facility investments and costs such as a suitable open chapel with a water view and a picnic pavilion (see <a href="https://www.vermonttimberworks.com/our-work/heavytimber-construction/post-and-beam-parks/fort-harrison-state-park/">https://www.vermonttimberworks.com/our-work/heavytimber-construction/post-and-beam-parks/fort-harrison-state-park/</a>) as an example, concept) located in the Pamlico Sea Base area of the camp</li> </ul> <p>[RESOURCE REFERENCE(S)]:</p> <p>A. <a href="https://www.campjohnibarnhardt.org/chapel">https://www.campjohnibarnhardt.org/chapel</a></p> <p>B. <a href="https://padutchbsa.org/camping/mack/weddings-and-events/">https://padutchbsa.org/camping/mack/weddings-and-events/</a></p> <p>C. <a href="https://www.blackswampbsa.org/camping/weddings-events/75722">https://www.blackswampbsa.org/camping/weddings-events/75722</a></p>
<p><b>3-8</b></p>	<p><b>CAMP BODDIE – OUR CAMP, OUR FUTURE</b></p> <p><b>Continue to pursue the long-term enhancement vision of Camp Boddie and Pamlico Sea Base prepared by Domokur as made possible by the OUR CAMP, OUR FUTURE CAPITAL CAMPAIGN --- SEE FUNDING THE PLAN INITIATIVE 4-8</b></p>

**PILLAR GOAL #3 IMPLEMENTATION GUIDE**

<b>INITIATIVE NUMBER</b>	<b>START YEAR</b>	<b>RESPONSIBLE PERSON</b>	<b>TARGET COMPLETE DATE(S)</b>
<b>3-1</b> LEVERAGE EAGLE SCOUT ALUMNI	<b>2027</b>		-
<b>3-2</b> CAMP BODDIE PROGRAM ENHANCEMENTS	<b>2027</b>		
<b>3-3</b> EXPANDED CAMP BODDIE ANNUAL EVENTS	<b>2027</b>		
<b>3-4</b> PAMLICO SEA BASE PROGRAM ENHANCEMENTS	<b>2026</b>		
<b>3-5</b> CAMP BODDIE CAMP USE RECOGNITION INCENTIVE	<b>2028</b>		
<b>3-6</b> CAMP BODDIE/PAMLICO SEA BASE MARKETING & PROMOTION	<b>2026</b>		
<b>3-7</b> CAMP BODDIE RENTAL INCOME INITIATIVES	<b>2029</b>		
<b>3-8</b> CAMP BODDIE – OUR CAMP, OUR FUTURE	<b>2026</b>		



## PILLAR GOAL #4 – FUNDING THE PLAN

Attain sustaining financial stability by 2030 to include a:

- \$50K Operating Net Surplus
- \$100K Capital Annual Budget
- \$7.5M Endowment

### +++STRATEGIC INITIATIVES+++

INITIATIVE NUMBER	INITIATIVE DESCRIPTION
4-1	<p><b>GROW ANNUAL FUND RAISING</b>  <b>DEVELOP and IMPLEMENT a plan to grow the number of DCAD/DCAL and other special fundraising events to provide:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Expansion of DCADs/DCALs to include 100% of the following population centers: Morehead City, Washington, Greenville, Kinston, Rocky Mount, Jacksonville, New Bern, Tarboro, Roanoke Rapids, Windsor, and Wilson</li> <li><input type="checkbox"/> Development of a Distinguished Citizen Award Resource Team of experienced DCAD/DCAL volunteers to serve as an advisory group and resource to assist Districts in their planning and execution of these events by sharing best practices, identifying impediments to success, and providing recommendations to best ensure success</li> <li><input type="checkbox"/> A review of annual fundraising special events based on ROI and recommend changes as may be warranted</li> <li><input type="checkbox"/> A recommend list of new events to supplement traditional events (e.g., Sporting Clays, Golf Tournament, Oyster Roast, Direct Mail Campaign, etc.)</li> </ul>
4-2	<p><b>ENHANCED BOARD MEMBER CONTRIBUTION</b>  <b>Encourage Board Member participation in fund raising efforts both as faithful donors and service on campaign staffs (See HUMAN CAPITAL DEVELOPMENT ITEM 2-1)</b></p>
4-3	<p><b>REJUVINATED FoS CAMPAIGN</b>  <b>Form a Task Group to review and re-imagine the ANNUAL FoS Campaign so as to expand the donor base and enhance returns</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Develop a simple “I GAVE” promotion/recognition lapel button (similar to an “I GAVE” button for a blood campaign or an “I VOTED” button) to instantly</li> </ul>

	recognize those participating in the campaign. Such a recognition device will enhance the effectiveness of the family campaign as most will want to leave the event wearing a button and be a part of the team...
<b>4-4</b>	<b>PROMOTE UNIT FUND RAISING</b> DEVELOP a campaign to promote and rally Unit participation in FoS and Popcorn Sales OR, alternatively, and less preferred, tender a “fair Share Payment” to satisfy the terms of their charter agreement
<b>4-5</b>	<b>ENHANCE DISTRICT FUNDRAISING SUPPORT</b> DEVELOP and ROLLOUT a plan to promote: (1) collaboration of the DISTRICT TEAM and their respective AREA LEADS for <u>target population centers*</u> in planning and executing annual DCAD/DCAL events, and (2) rally grass roots family support and participation in all fundraising events sponsored at both the District and Council level. ** Morehead City Washington Greenville Kinston Rocky Mount Jacksonville New Bern Tarboro Roanoke Rapids Wilson ---See Initiative 2-6
<b>4-6</b>	<b>SCOUTING AMERICA “SUSTAINMENT” INITIATIVE</b> Participate in collaborative innovation session with “Partner Council”, fine tune tactical and strategic actions to incorporate identified sustainment enhancements so as to improve financial measures of success, and track/report progress to Board
<b>4-7</b>	<b>SCOUTING AMERICA “THRIVE” INITIATIVE</b> Continuously work, fine tune the ‘THRIVE’ action plan, and track/report progress to Board
<b>4-8</b>	<b>OUR CAMP, OUR FUTURE CAPITAL CAMPAIGN</b> Continue to systematically pursue the Council’s OUR CAMP, OUR FUTURE CAPITAL CAMPAIGN with the goal of raising \$22.7M by 2027 to implement the vision presented in the Camp Boddie Development Plan prepared by Domokur. --- See Initiative 3-8

**PILLAR GOAL #4 IMPLEMENTATION GUIDE**

<b>INITIATIVE NUMBER</b>	<b>START YEAR</b>	<b>RESPONSIBLE PERSON</b>	<b>TARGET COMPLETE DATE(S)</b>
<b>4-1</b> GROW ANNUAL FUND RAISING	<b>2026</b>		
<b>4-2</b> ENHANCED BOARD MEMBER CONTRIBUTION	<b>2026</b>		
<b>4-3</b> REJUVINATED FoS CAMPAIGN	<b>2026</b>		
<b>4-4</b> PROMOTE UNIT FUND RAISING	<b>2027</b>		
<b>4-5</b> ENHANCE DISTRICT FUNDRAISING SUPPORT	<b>2028</b>		
<b>4-6</b> SCOUTING AMERICA "SUSTAINMENT" INITIATIVE	<b>2026</b>		
<b>4-7</b> SCOUTING AMERICA "THRIVE" INITIATIVE	<b>2026</b>		
<b>4-8</b> OUR CAMP, OUR FUTURE CAPITAL CAMPAIGN	<b>2026</b>		

## **INSTRUCTIONS FOR RESPONSIBLE PERSON ACTION LEADS**

[RESPONSIBLE PERSON ACTION LEADS WILL BE ASSIGNED BY THE COUNCIL PRESIDENT]

**STEP 1** --- Prepare a plan (bullet format is acceptable) for your implementing your Strategic Initiative in a S.M.A.R.T. GOALS format (SPECIFIC-MEASURABLE-ACHIEVABLE-RELEVANT-TIME-BOUND) and provide a copy with the Council President, the Scout Executive and the VP of Strategic Planning within 6 weeks of accepting the responsibility as the ACTION LEAD. See [https://www.ucop.edu/local-human-resources/\\_files/performance-appraisal/How+to+write+SMART+Goals+v2.pdf](https://www.ucop.edu/local-human-resources/_files/performance-appraisal/How+to+write+SMART+Goals+v2.pdf) for a guide on S.M.A.R.T. goals.

**STEP 2** --- Form your IMPLEMENTATION TEAM as appropriate by drawing on the resources from the various Council Committees in coordination with the respective Committee Chairs to identify the best qualified Scouters in coordination with the Scout Executive.

**STEP 3** --- Hold requisite meetings (in-person and/or virtual as needed) to accomplish the needed work. Note that some initiatives may require a limited number meetings and others may require continuing interaction for the life of the plan.

**STEP 4** --- Assess and report by INITIATIVE NUMBER (limit to not more than 1 page) quarterly progress at least 1 week prior the scheduled Council Board Meeting for FEB, MAY, AUG, and NOV or more frequently as requested by the Council President. Date and sign your report and submit to the Council President with copies to the Scout Executive and the VP of Strategic Planning.

**STEP 5** --- MAKE IT HAPPEN AND LIGHT THE WAY!

[Consult with the VP STRATEGIC PLANNING as needed to address any issues that may arise.]

**+++NOTES+++**

- 1 – The Strategic Plan is a “living document” and will be reviewed annually each OCTOBER as a minimum for requisite updates.
- 2 – All members of the Council and District leadership teams, as well as key Unit Leaders are requested to familiarize themselves with OUR plan which will be posted on the council website.
- 3 – Recommendations for improvement of OUR plan are welcome at any time --- submit suggested inputs to the Scout Executive in writing (preferably via email).

**LAST PAGE**