

SELA Strategic Plan 2023-2028

Southeast Louisiana Council

November 2023



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Summary

- It had been several years since SELA looked at the Strategic Plan
- In fall 2022, the committee drafted a new SELA Strategic Plan
- Throughout 2023, we tracked progress against the plan
- In fall 2023, we updated the plan, refining and updating the goals
- Outcomes in 2023
 - Growth in Membership
 - Stronger Programming
 - Progress for Board / Governance
- Focus for 2024
 - Strengthen Finance / Endowment
 - Address deferred maintenance at Camp V-Bar



SELA 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
- The purpose of the Southeast Louisiana Council from the bylaws:

The Corporation shall promote, within the territory covered by the charter from time to time granted it by the Boy Scouts of America and in accordance with the Congressional Charter, Bylaws, and Rules and Regulations of the Boy Scouts of America, and the Local Council charter granted by the Boy Scouts of America, the Scouting program of promoting the ability of all youth irrespective of gender to do things for themselves and others, training them in Scoutcraft, and teaching them patriotism, courage, self-reliance, and kindred virtues, using the methods which are now in common use by the Boy Scouts of America. In achieving this purpose, emphasis shall be placed upon the educational program of the Boy Scouts of America and the oath, promise, and code of the Scouting program for character development, citizenship training, leadership, and mental and physical fitness.

The Corporation shall fulfill the basic purpose of the Scouting movement within its territory, making Scouting training available to all youth irrespective of gender and serving organizations and community groups using the Scouting program while maintaining standards and policies, protecting official badges and insignia, and reviewing and making recommendations regarding unit leadership and finances.



SELA Strategy

The 5 year strategy of Southeast Louisiana Council for 2023-2028 is:

- To take advantage of these specific strengths and opportunities:
 - Recent significant membership growth, Strong Fundraising/Budgeting, Positive Volunteer Engagement, Number of events and participation in Program continues to have an upward trend

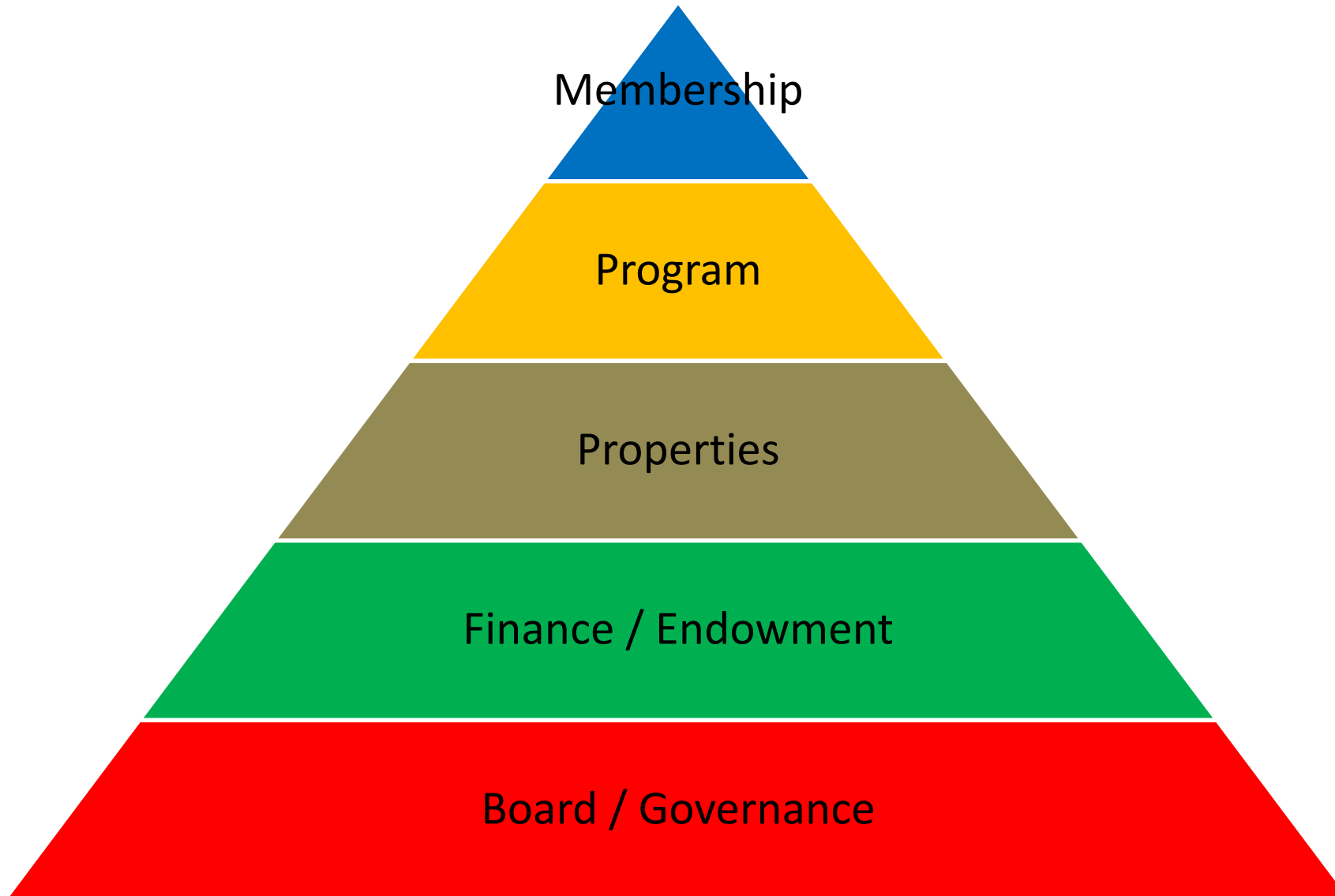
- While addressing these weaknesses:
 - Unit / council and district / council relationships continue to be a work in progress, Extensive deferred maintenance exists for council properties, Executive board and membership currently fails to accurately represent the the service area, Volunteer training continues to be a challenge

- And protecting against these threats:
 - Weather events, Competition with other youth activities, School Access, Economics of Scouting

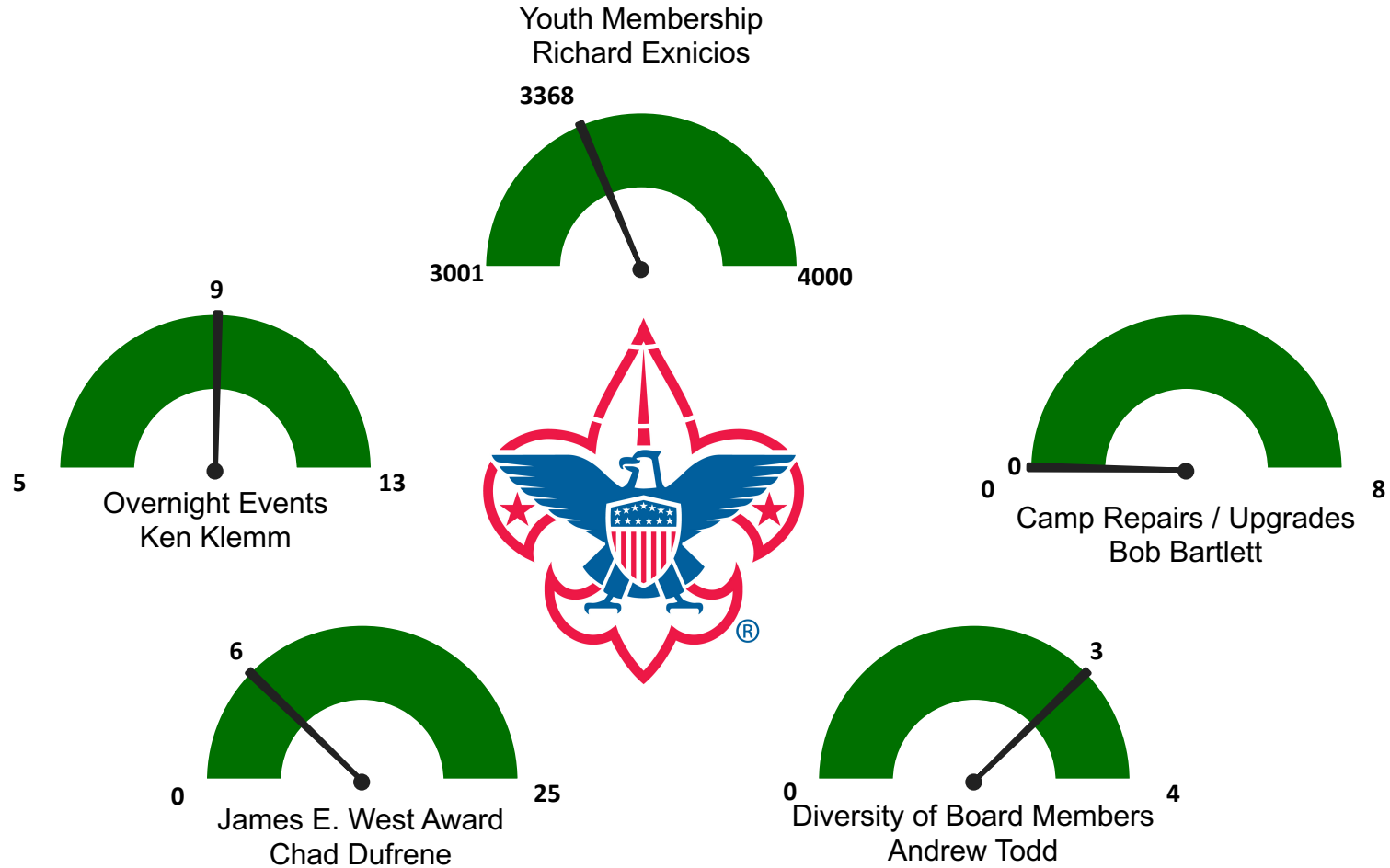
- By addressing the five following areas:
 - Membership
 - Program
 - Camp / Properties
 - Finance / Endowment
 - Board/Governance



SELA Strategy



Strategic Plan 2022-2028 Dashboard



Current State -> Future State

	2022 Annual Meeting	Current State – 2023	Future State
Membership	3001 youth, 904 adults 118 units	3368 youth, 988 adults 131 units	4000 youth 1000 adults 150 units Alumni program
Program	Strong Fall / Winter Programming	Strong Fall / Winter Programming	More District programming 3 weeks of summer camp
Camp Properties	Council Office Building 1500 Acres of Vbar	Council Office Building 1500 Acres of Vbar	Address deferred maintenance Make VBar self-sustaining Refreshed Camp Master Plan
Finance / Endowment	Endowments at \$2.5M Negative budget -> balanced budget Program Fee \$40	Endowments at \$2.3M Balanced budget Program Fee \$20	Endowments at \$5M Budget positive \$0 Program Fee
Board / Governance	Energetic Board (50 strong) No onboarding program No standardized evaluation of members	Energetic Board (54 strong) No onboarding program Standardized evaluation of members	Improve engagement Evolve to reflect the service area Board member evaluation for accountability/engagement



SWOT ANALYSIS



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Strengths (Internal, Positive)

	2022	2023 Update
↔	Camp & Council Office building	
↑	Strong fall / winter programming	Stronger with the return of Thanksgiving Camp
↔	We have an endowment	
↔	Tracking to a balanced budget in 2022	
↔	Energetic board, with a higher percentage of new board members & scouters	
↑	Strong youth membership growth rate	YOY growth rate has averaged ~10% throughout 2023

↑ Improvement

↔ Stayed the same

↓ Detriment



Weaknesses (Internal, Negatives)

	2022	2023 Update
↔	Deferred maintenance for properties	
↔	Recent negative balance budget years	Continued plan to transfer additional \$160k (2024 is year 3 of 5)
↔	Weak Council / Unit level relationships	
↔	Fundraising (Endowment, FOS) has been weak	
↑	Board and membership does not reflect the service area	Working to mitigate. Added Board members
↔	Low YPT compliance and position training rate	
↑	Need more program-specific (e.g. Shooting Sports) trained volunteers	Working to mitigate. Succession plan for Shooting Sports in process, additional Climbing Director trained, and restarting Climbing training
↔	Inconsistent communication with parents & leaders	
↑	Lack of council employees (District Executives)	Added District Executive in Bayou. Advertising for another District Executive & Program Aide / Paraprofessional positions
↓		BSA National changes to fees

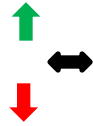
↑ Improvement

↔ Stayed the same




↓ Detriment



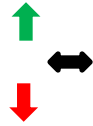
Opportunities (External, Positives)






	2022	2023 Update
↔	Service area includes the most vibrant culture in Louisiana	
↔	Pandemic is ending/pent up demand for Scouting	
↔	Scouting is open to all family members	

-  Improvement
-  Stayed the same
-  Detriment

Threats (External, Negatives)



	2022	2023 Update
↔	Environmental - e.g. hurricanes	
↔	Economic - e.g. market downturn, inflation, underemployment	
↔	Reduced Endowment	
↔	Competition with other activities	
↔	Charter organization issues	

-  Improvement
-  Stayed the same
-  Detriment

SELA COUNCIL GOALS



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Membership

- **Goal #1 - Membership Growth**

- Youth Membership growth – exceed 4,000 registered youth (current 3368)
- Unit level adult members – exceed 1000 registered unit level adults (current 988)
- Positive growth in all programs (Cub Scout, Scout BSA, Venturing, Sea Scouts, Exploring)
- Who: VP of Membership, District Executives, District Committees

+367 youth
+84 adults

- **Goal #2 - Unit Growth**

- 5% total unit growth per year (Current 131, goal 150)
- 1 new Unit per district per year and have overall positive unit growth each year (Net gain)
- Unit growth in underserved areas (Assumption Parish, St. James Parish, West Bank and New Orleans East)
- Who: VP of Membership, District Executives, District Committees, Board

+13 units



Membership

- **Goal #3 - Establishment of SELA Scouting Alumni Association (scouting Alumni & Friends)**
 - Hold at least one Alumni and Friends event a year
 - Sub Group - SELA Eagle Scout Association
 - Who: Membership Committee, Alumni Committee
- **Goal #4 - Establish a New Unit Task force**
 - Who: Council/District Commissioners, District Executives
- **Goal #5 - Each District to have a Membership chairperson to actively serve on the Council Membership Committee**
 - Who: District Chairs
- **Goal #6 - Each District have a dedicated (not shared) professional/District Executive**
 - Who: Board, Scout Executive

Bayou – Tia Lopez
Cataouatche – Joe Bellanger
Cypress – Hallie Stoltz
Emerging Mkts – MsSkip
FDL – Shannon Markward
Pelican – Tim & Kristi Hornsby

Bayou – Maria Foret
Cataouatche – Shared (Juan)
Cypress – Shared (Tracy)
Emerging Mkts – Todd Conner
FDL – Shannon Markward
Pelican – Juan Prado



Program

- **GOAL #1 - Strengthen and increase participation in camping and outdoor programs by development of additional Council and District-level youth events.**
 - Increase the number of district camporees yearly
 - Develop a council camporee
 - Increase Scout (more Shoot, Swim, Climb) and Cub overnights
 - Who: Council and District Program Committees
- **GOAL #2 - Increase participation by adult leaders in available online and in-person training opportunities to strengthen percentage of trained, direct contact leaders.**
 - Become 100% YPT compliant
 - Provide more program-specific training (Shooting Sports, Aquatics, etc.)
 - Communicate expectation for adult training by Unit Commissioner involvement and improved messaging
 - Who: Council and District YPT Champions and Training Committees, Unit Commissioners

+3 Council & District events:
Thanksgiving Camp
Scouts BSA Adventure Weekend
Spring Shoot, Swim & Climb



Program

- **GOAL #3 - Develop and promote more activities and community service events at unit and District levels to bolster civic engagement by Council youth.**
 - Promote four civic engagement events per year
 - Foster cooperation between Districts to develop events
 - Who: Council and District Activities Committees, Program Committee

Collaborations to serve the public:

- Pontchartrain Conservancy - Chinese tallow removal
- Scouting for Food - gather donations for local food pantries
- Volunteering at community luncheons, health fairs & sporting events



Camp/Properties

- **Goal #1 – Prioritize and complete needed repairs and improvements to existing physical plant**
 - Top 5 include: Climbing Tower, Dining Hall Roof, Roads, Dam, Staff Lodge
 - Upgrade facilities to deliver better program
 - Who: Properties Committee, Program Committee, Ranger, Finance Committee
- **Goal #2 – Implement and utilize facility management software tool to create better institutional memory and manage maintenance**
 - Employ the FIIX software by the end of 2023
 - Who: Properties Committee, Ranger
- **Goal #3 - Become revenue break-even within 5 years**
 - By establishing a camp endowment to fund camp maintenance and development
 - Expand outside-group usage of camp
 - Explore additional revenue streams including solar and carbon credits
 - Who: Properties Committee, Board, Risk Management Committee
- **Goal #4 – Develop a Camp Master Plan**
 - Develop consistent branding for buildings and facilities
 - Identify future development/program areas
 - Who: Properties and Program Committees, Ranger, Executive Board

FIIX software
implementation
in process



Finance/Endowment

- **Goal #1 - Maintain a balanced budget annually for the operating account, with no additional reliance on Endowment fund beyond the standard 5% allotment**
 - Increase the Endowment
 - Increase FOS contributions
 - Develop at least one fundraiser for each District yearly
 - Who: Finance and Fundraising Committee, Executive Board, District Committees
- **Goal #2 - Reduce the Council Program Fee by 50% to \$20 for 2023 and 2024, and reduce to \$0 for 2025 and beyond.**
 - Who: Key 4 and Finance Committee
- **Goal #3 - Establish a campaign to reach Eagle Alumni residing in the Council to raise new funds for operations in tandem with a focus on online fundraising.**
 - Engage affinity groups (NESA, Scouting Alumni Organization)
 - Develop a capability for on-line giving
 - Who: Key 4, Finance Committee, Fundraising Committee, Alumni Committee
- **Goal #4 - Initiate an Endowment campaign with potential donors to boost the Endowment fund.**
 - Identify Endowment Drive Champion
 - 25 James E. West Recipients per year within the council and all Board members
 - Double the current Endowment to \$5 million
 - Who: Key 4, Council Board, Endowment Committee

Program fee
remains at \$20

6 new James E
West Fellows



Board / Governance

- **Goal #1 - To formulate a succession plan for organizational leadership to include the recruiting and training of the next generation of board members**
 - Create a document for new members
 - Have a standardized onboarding procedure
 - Yearly evaluation of each member
 - Yearly board retreat for new members
 - Who: Board Committee on Onboarding, Key 4, Council Nominating Committee
- **Goal #2 - To review the current bylaws and propose any amendments that might be needed**
 - To review the current listing of Executive Board Vice-Presidents and determine the best practice use of them
 - Expand the role of the Risk Management Committee into educating, reputation management
 - Who: Risk Management Committee, Board Committee on Bylaws
- **Goal #3 - To strategize on board identity going forward and define a vision for the future role the Executive Board**
 - The board must reflect our community
 - Add members from NO East, West Bank, Terrebonne and Assumption Parishes
 - Who: Key 4/Board Committee on Bylaws, Executive Board, Council Nominating Committee

Recruiting and training in process.

Board retreat on Mar 4

Bylaws reviewed, updates presented to Board

Added new board members



Thank you



*Camp V-Bar Dining Hall
Shoot, Swim & Climb
2023-09-09
397 campers & staff*



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