

Northwest Georgia Council

2025-2029

Long Range Strategic Plan



**Scouting
America™**

Northwest Georgia Council

Northwest Georgia Council BSA
2025-29 Long Range Strategic Plan
Updated 10-15-24

BSA has adopted a **“Scouting Roadmap”** moving forward post-bankruptcy. The plan has five main **“Pillars”**:

1. **Culture of Safety**
2. **Relevant Program**
3. **Exceptional Experiences**
4. **Financial Stability**
5. **Revitalize BSA Brand**

Our LRSP task force, under the leadership of Jodi Johnson, Council President, has worked hard to develop a new Long Range Strategic Plan to plot our own **“Roadmap”** moving forward. We are calling it a 5-year plan, but we’re going to treat it as a 3-year **“rolling”** LRSP, establishing benchmarks that will be reviewed and updated at least annually moving forward.

Keeping Scouting America’s **“Scouting Roadmap”** goals and objectives in mind, and remembering that the NWGA Vision has been **“to make Scouting the best investment for our families, our volunteers, our supporters, and our communities, now and in the future”**, the new NWGA LRSP is establishing the following **“Pillars”**:

1. **Culture of Safety**
2. **Membership Growth**
3. **Dynamic & Relevant Program**
4. **Financial Stability & Sustainability**
5. **Building our Brand/Innovation & Technology**
6. **Leadership Excellence & Culture**

Pillar Chair: Dionda Hughes-Brown, Safe Scouting Chair

Pillar Chair: Mary Hardin Thornton, VP-Membership

Pillar Chair: Max McAdams, VP-Program

Pillar Chair: Thad Watters, VP-Fund Development

Pillar Chair: Eric Vaughn, VP-Marketing

Pillar Chair: Louis Johnson, Executive VP

NWGA Pillar 1: Culture of Safety

High-level objective: *To establish a safety culture at all levels of NWGA Scouting, including units, districts, and council, to ensure that all youth and adult members are not only aware of Safe Scouting processes, but are following them and encouraging others to do so.*

Goals/Benchmarks:

1. Establish, empower, and maintain active Safe Scouting and Risk Management committees.

2025: Safe Scouting and ERM Chairs and Committees recruited (min. Chair + 3 members for each), meet at least quarterly. Specific, measurable annual objectives/goals and action plans established.

2026: SS and ERM committees fully staffed, and monthly meetings with workplans established.

2027: SS and ERM committees continue, show measurable significant improvement in overall NWGA Safety Culture because of committee actions re: training, reporting, etc. in coordination with NCAP, Training Committees.

2028: Continue implementation and improvement.

2029: Continue implementation and improvement.

2. Ensure at least 98% of NWGA volunteers are current in Youth Protection Training on any given day, with the ultimate objective of 100% YPT trained volunteers each month-end.

2025: Achieve min. 98% YPT each month-end, 100% for 6 of 12 month-ends in 2025.

2026: Achieve min. 98.5% YPT each month-end, 100% for 9 of 12 month-ends in 2026.

2027: Achieve min. 99% YPT each month-end, 100% for 10 of 12 month-ends in 2027.

2028: Achieve min. 99% YPT each month-end, 100% for 11 of 12 month-ends in 2028.

2029: Achieve 100% YPT for 12 of 12 month-ends in 2029.

3. Timely, accurate and transparent Incident Reporting, with incidents reviewed regularly by the Safety and Risk Management committees to identify and eliminate potential risk areas and reduce the chance of recurrence.

2025: Safe Scouting and ERM Committees review all Riskconnect reports filed on at least quarterly basis, with an annual report to the Executive Board.

2026: Safe Scouting and ERM Committees review and discuss all Riskconnect reports filed monthly, with an annual report to the Executive Board.

2027: SS and ERM Committees review reports monthly, work with relevant committees to ensure an action plan is implemented to avoid/minimize any further risk, annual report to Executive Board.

2028: Same as 2027, resulting in measurable reduction in Riskconnect reports, especially repeat incidents.

2029: Continue 2028 plan, measurements and make updated recommendations for 2030 and beyond.

4. Increase/improve the number of safety-related training courses available throughout the Council and ensure that all trainings and meetings incorporate safety aspects, including Safety Moments.

2025: Begin tracking of leader participation in all available safety trainings, establish promotion plan with Marketing and Training committees, develop a specific plan for leader participation & engagement.

2026: At least 50% of registered leaders complete safety-related training by 12/31/26.

2027: At least 70% of registered leaders complete safety-related training by 12/31/27.

2028: At least 85% of registered leaders complete safety-related training by 12/31/28.

2029: 100% of registered leaders complete safety-related trainings by 12/31/29.

5. Establish and oversee clear accountabilities for safety at all levels of NWGA Scouting.

2025: Establish specific accountability measures and materials for each expectation. Offer educational opportunities for volunteers to establish definite measurements for expectations and consequences of failure to follow. Ensure that the overall “Big Picture” and “Why” visions of the expectations are included as part of these opportunities.

2026: Continue education plan, track results. At least 50% of leaders attend/participate in training and sign written commitments to promote/participate/comply with NWGA Safety “Culture”.

2027: At least 70% of leaders trained in and committed to Safety Culture expectations by 12/31/27.

2028: At least 85% of leaders trained in and committed to Safety Culture expectations by 12/31/28.

2029: 100% of leaders trained in and committed to Safety Culture expectations by 12/31/29.

6. Other action items:

From a Safe Scouting Committee/ERM perspective, address the following action items collaborating with appropriate committees:

- a. Inspection and improvement of NWGA properties for better safety, accessibility, and privacy.*
- b. Address staff/volunteer fatigue and its impact on event safety.*
- c. Consistent review of incident logs and activity safety analysis prior to and after events.*
- d. Implementation of safety moments at council, district, and unit level*
- e. Review and periodically update emergency protocols, staff training/drills of emergency procedures and locations of emergency procedures at all locations and prior to events.*
- f. Improve incident reporting quality, timeliness, and follow-up.*
- g. Implement training for any recent programs introduced/produced by Scouting America and develop additional local safety training as needed.*
- h. Form a “robust” NCAP Committee to oversee this process and review programs per NCAP standards.*

NWGA Pillar 2: Membership Growth

High level objective: *To grow NWGA youth and adult membership to a sustainable level by 2029.*

Goals/Benchmarks:

- 1. *Develop membership plans to increase youth membership from the current level to 2,000+ by 12/31/29.***
 - 2025:** Increase overall membership to 1343 by 12/31/25.
 - 2026:** Increase overall membership to 1478 by 12/31/26.
 - 2027:** Increase overall membership to 1625 by 12/31/27.
 - 2028:** Increase overall membership to 1788 by 12/31/28.
 - 2029:** Increase overall membership to 2,000 by 12/31/29.

- 2. *Improve retention rate for youth membership from the current level to 70%+ by 2028.***
 - 2025:** Increase overall youth retention rate to 61% by 12/31/25.
 - 2026:** Increase overall youth retention rate to 63% by 12/31/26.
 - 2027:** Increase overall youth retention rate to 65% by 12/31/27.
 - 2028:** Increase overall youth retention rate to 67% by 12/31/28.
 - 2029:** Increase overall youth retention rate to 70% by 12/31/29.

- 3. *Strengthen existing units through training, leader recruitment, program improvement, etc. to support and retain more youth members.***
 - 2025:** Growth in youths, increase in retention in 55% of 2024 units vs. 12/31/24 by 12/31/25.
 - 2026:** Growth in youths, increase in retention in 60% of 2025 units vs. 12/31/25 by 12/31/26.
 - 2027:** Growth in youths, increase in retention in 65% of 2026 units vs. 12/31/26 by 12/31/27.
 - 2028:** Growth in youths, increase in retention in 70% of 2027 units vs. 12/31/27 by 12/31/28.
 - 2029:** Growth in youths, increase in retention in 75% of 2028 units vs. 12/31/28 by 12/31/29.

- 4. *Identify, cultivate, and establish new units through strategic partnerships with key affinity groups, to better deliver Scouting in underserved areas and populations.***
 - 2025:** 64 units by 12/31/25.
 - 2026:** 70 units by 12/31/26.
 - 2027:** 75 units by 12/31/27.
 - 2028:** 80 units by 12/31/28.
 - 2029:** 85 units by 12/31/29.

- 5. *Improve NWGA's Market Share based on target populations in our 7-county service area.***
 - 2025:** Increase Market Share to 1.5% by 12/31/25.
 - 2026:** Increase Market Share to 1.8% by 12/31/26.
 - 2027:** Increase Market Share to 2.0% by 12/31/27.
 - 2028:** Increase Market Share to 2.2% by 12/31/28.
 - 2029:** Increase Market Share to 2.5% by 12/31/29.

- 6. *Improve Gender and Ethnic Diversity as part of this overall effort to ensure that our membership, both youth and adult, better reflects the demographics of our service area population.***
 - 2025:** Gender: Improve to 24.0%; Ethnicity: Improve Diversity Differential to -12.0
 - 2026:** Gender: Improve to 24.5%; Ethnicity: Improve Diversity Differential to -11.5
 - 2027:** Gender: Improve to 25.0%; Ethnicity: Improve Diversity Differential to -11.0
 - 2028:** Gender: Improve to 25.5%; Ethnicity: Improve Diversity Differential to -10.5
 - 2029:** Gender: Improve to 26.0%; Ethnicity: Improve Diversity Differential to -10.0

NWGA Pillar 3: Dynamic and Relevant Program:

High level objective: To improve and expand the quality of Scouting programs throughout the Council and to make Scouting the premier choice for young people in Northwest Georgia.

Goals/Benchmarks:

1. To improve the quality of all areas of NWGA programming, focusing on the program areas of Training, Outdoor Promotion, Activities, Civic Service and Advancement & Recognition.

2025: 60% Trained Leader; 5% increase in overall summer camp and event attendance, in Service Hours reported, and in Rank Advancement by 12/31/25.

2026: 70% Trained Leaders; 5% increase in overall summer camp and event attendance, in Service Hours reported, and in Rank Advancement by 12/31/26.

2027: 80% Trained Leaders; 5% increase in overall summer camp and event attendance, in Service Hours reported, and in Rank Advancement by 12/31/27.

2028: 90% Trained Leaders; 5% increase in overall summer camp and event attendance, in Service Hours reported, and in Rank Advancement by 12/31/28.

2029: 95% Trained Leaders; 5% increase in overall summer camp and event attendance, in Service Hours reported, and in Rank Advancement by 12/31/29.

2. To ensure that council program properties (Camp Sidney Dew and Camp Westin) continue to serve as safe, appropriate venues for Scouting activities and that all activities are compliant with NCAP requirements and Safe Scouting guidelines.

2025: NCAP Committee meetings held quarterly, pre-camp and post-camp inspections held, Long-Term NCAP Assessment completed successfully, NCAP Short-Term Assessments for all council events completed successfully, pack overnight site appraisals completed, "Where to Go" guide published.

2026: NCAP Committee meeting quarterly, all 2025 benchmarks met, pack overnight site appraisals completed, "Where to Go" guide updated.

2027: NCAP Committee meeting quarterly, all 2025 benchmarks met, pack overnight site appraisals completed, "Where to Go" guide updated.

2028: NCAP Committee meeting quarterly, all 2024 benchmarks met, pack overnight site appraisals completed, "Where to Go" guide updated.

2029: NCAP Committee meeting quarterly, all 2024 benchmarks met, pack overnight site appraisals completed, "Where to Go" guide updated.

3. To ensure that any property or venue used for Scouting purposes is safe and appropriate for Scouting programming and purposes.

2025: Properties Committee meeting regularly, SOPs established, Monthly Maintenance Schedule established, Priority 1, 2 and 3 projects list established, NCAP Compliance continued.

2026: Properties Committee meeting regularly, Priority 1, 2 and 3 projects list reviewed and updated annually, NCAP Compliance continued.

2027: Properties Committee meeting regularly, Priority 1, 2 and 3 projects list reviewed and updated annually, NCAP Compliance continued.

2028: Properties Committee meeting regularly, Priority 1, 2 and 3 projects list reviewed and updated annually, NCAP Compliance continued.

2029: Properties Committee meeting regularly, Priority 1, 2 and 3 projects list reviewed and updated annually, NCAP Compliance continued.

4. To create Exceptional Experiences for Scouts, families, and volunteers in NWGA, not only through council delivery, but through collaborative efforts with nearby Councils and our National High Adventure Bases.

2025: Program Committee meeting regularly. All council events undergo critical review, program offerings undergo modification as indicated. 5% increase in attendance at camps, events, Adventure Bases over 12/31/2024 by 12/31/25.

2026: Program Committee meeting regularly, 5% increase in attendance at camps, events, Adventure Bases over 12/31/2025 by 12/31/26.

2027: Program Committee meeting regularly, 5% increase in attendance at camps, events, Adventure Bases over 12/31/2026 by 12/31/27.

2028: Program Committee meeting regularly, 5% increase in attendance at camps, events, Adventure Bases over 12/31/2027 by 12/31/28.

2029: Program Committee meeting regularly, 5% increase in attendance at camps, events, Adventure Bases over 12/31/2028 by 12/31/29.

NWGA Pillar 4: Financial Stability & Sustainability

High level objective: *To secure the financial resources that will ensure the Northwest Georgia Council's ability to continue to operate as an independent, locally governed, and locally funded BSA affiliate/franchise delivering the mission of Scouting to our service area.*

Goals/Benchmarks:

- 1. Continue to grow our operating budget to a minimum level required to ensure the best possible delivery of the Scouting mission while maintaining financial sustainability by balancing/exceeding that budget each year.**
 - 2025:** 5% increase in overall operating budget over 2024, balanced budget by 12/31/25.
 - 2026:** 5% increase in overall operating budget over 2025, balanced budget by 12/31/26.
 - 2027:** 5% increase in overall operating budget over 2026, balanced budget by 12/31/27.
 - 2028:** 5% increase in overall operating budget over 2027, balanced budget by 12/31/28.
 - 2029:** 5% increase in overall operating budget over 2028, balanced budget by 12/31/29.
- 2. Grow our Direct Support and Friends of Scouting each year to meet financial needs.**
 - 2025:** 5% increase in FOS Funds raised over 12/31/2024 by 12/31/2025.
 - 2026:** 5% increase in FOS Funds raised over 12/31/2025 by 12/31/2026.
 - 2027:** 5% increase in FOS Funds raised over 12/31/2026 by 12/31/2027.
 - 2028:** 5% increase in FOS Funds raised over 12/31/2027 by 12/31/2028.
 - 2029:** 5% increase in FOS Funds raised over 12/31/2028 by 12/31/2029.
- 3. Manage and grow our existing Fund 3 and other income-producing assets to establish a consistent stream of revenue and reserve toward the NWGA Council's goal of long-term financial sustainability and growth.**
 - 2025:** Establishment of an endowment committee, raise an additional \$25,000 through James E. West, Eagle Wall, etc. for Fund 3.
 - 2026:** Additional \$25,000 raised through James E. West, Eagle Wall, etc.; devise a campaign for major giving through wills, trusts, etc., develop potential donor list for Major Gifts campaign.
 - 2027:** Committee continues small gift \$25,000 annual goal, identifies donors, and raises additional \$100,000 commitments in major gifts.
 - 2028:** Additional \$25,000 in small gifts, secure additional \$150,000 commitments in major gifts, including one \$50,000+ gift.
 - 2029:** Repeat 2028 goals, work with Properties, Program, Exec. Committee, etc. to determine capital campaign feasibility, goal \$4-5M.
- 4. Continue to carry a zero/minimum debt load for NWGA through 2029 and beyond.**
- 5. Work toward the establishment of a 3-month operating cash reserve to protect against business interruption, etc.**
 - 2025:** Successfully achieve and maintain a 45-day operating cash reserve by 12/31/25.
 - 2026:** Successfully achieve and maintain a 60-day operating cash reserve by 12/31/26.
 - 2027:** Successfully achieve and maintain a 75-day operating cash reserve by 12/31/27.
 - 2028:** Successfully achieve and maintain a 90-day operating cash reserve by 12/31/28.
 - 2029:** Successfully achieve and maintain a 100-day operating cash reserve by 12/31/29.

Additional Action Items:

1. Form a separate Endowment Committee that reports to the VP-Fund Development that meets regularly, develops a planned giving strategy, and identifies potential donors with the objective of growing NWGA Endowment through targeted donor events, donor asks, etc.
2. Develop a "1%" strategy that identifies individuals capable of considering leaving 1% of their estate to NWGA Scouting in their wills, develops appropriate donor materials and packets, then coordinates the "asks". Annual goals should be set for a specific number of individual "1%" commitments.
3. A thorough, formal Prospect & Evaluation process should be conducted annually at all levels: district Friends of Scouting, smaller Endowment prospects (under \$50,000), larger Endowment prospects (\$50,000+), etc.

NWGA Pillar 5: Building our Brand/Innovation & Technology

High level objective: To research, develop and deliver the message of Scouting to the youth, families, and volunteers of Northwest Georgia.

From a Marketing perspective, address how to support the following action items working with appropriate committees:

Goals/Benchmarks:

1. Growth in Youth Membership

- a. Effectively inform the non-member public of the benefits of Scouting
- b. Provide easy to find and understand recruitment information.
- c. Secure a marketing intern to assist in publishing content, social media presence.
- d. Better utilize Camp Sidney Dew as a marketing tool and venue.

2. Retention

- a. Provide clear information on program, costs, expectations.
- b. Distribute information in a digital and easy to locate manner.
- c. Promote the council newsletter, website, social media sites.
- d. Surveys

3. Unit Growth

- a. Public engagement to potential chartered organizations
- b. Media packet targeted to potential chartered organizations.

4. Finance

- a. Impact statement to supporters
 - i. Periodic updates
 - ii. Utilize Camp Sidney Dew
 - iii. Promote online giving.
 - iv. Seek out corporate sponsorships for events and locations.

5. Safety

- a. Promote safety culture as an asset.
- b. Promote safety moments.

6. Diversity

- a. Represent diversity in all marketing materials.

Other action items:

1. Develop a profile for a marketing intern to share with local colleges/universities annually.
2. Develop a targeted campaign aimed at parents who do not renew their membership on time to encourage them to re-engage.
3. Develop quarterly updates to \$500 and above donors, semi-annual updates to IH's and COR's showing local Scouting results, benefits.
4. Work with Properties Committee to develop brochure(s) advertising outside use for CSD facilities, such as weddings, camp rentals, etc. that can be shared with Chartered Organizations, schools, Chambers of Commerce, etc. in council service area.

NWGA Pillar 6: Leadership Excellence & Culture

High level goal: The Northwest Georgia Council models leadership excellence in their Executive Board, their professional staff, and their volunteers at all levels of the organization.

Goals/Benchmarks:

- 1. *Boost volunteerism by re-engaging alumni, seeking out top-quality volunteers at all levels, and ensuring those leaders have the best resources, training and support available to fulfill their appointed roles.***
 - a. Recruit an Alumni Chair to specifically form a team and strategy to successfully identify, recruit and reengage BSA Alumni who are not currently active.
 - b. Establish and actively grow an NWGA NESA chapter to successfully identify, recruit and re-engage local Eagle Scouts and meet regularly.
- 2. *Improve and expand Executive Board composition, structure, and engagement, with diversity AND quality goals in mind.***
 - a. Develop a Nominating Committee that works year-round to strategically identify, recruit and retain top-level Executive Board members.
 - b. Develop needs-based profiles designed to secure active, engaged Board members that can address specific priority needs.
- 3. *Utilize Standard District Organization in both districts. Recruit, train, empower and support top prospects in each key position and establish a culture of safety and excellence.***
 - 2025:** Recruit and train Key 3's in each District, plus additional key positions filled (Training, Camp & Outdoor Promotion, Advancement & Recognition, Activities & Civic Service). District Committee meetings are held regularly using agendas/work plans. Key 3 meetings are held regularly.
 - 2026:** District Committee fully staffed, with teams working under each key position. Monthly meetings held to move district goals forward. District Commissioner staff is sufficient to serve unit support function, move unit & district goals forward.
 - 2027:** District Committee fully staffed, with teams working under each key position. Monthly meetings held to move district goals forward. District Commissioner staff is sufficient to serve unit support function, move unit & district goals forward.
 - 2028:** District Committee fully staffed, with teams working under each key position. Monthly meetings held to move district goals forward. District Commissioner staff is sufficient to serve unit support function, move unit & district goals forward.
 - 2029:** District Committee fully staffed, with teams working under each key position. Monthly meetings held to move district goals forward. District Commissioner staff is sufficient to serve unit support function, move unit & district goals forward.
- 4. *Increase the number of non-unit volunteers on Council and District Committees.***
 - 2025:** District Committees with at least 10 members, District Commissioner Staff with at least 8 members meeting regularly by 12/31/25.
 - 2026:** District Committees with at least 20 members, District Commissioner Staff with at least 15 members meeting monthly by 12/31/26.
 - 2027:** Maintain District Committee and District Commissioner Staff at sizes sufficient to achieve all district goals, members meeting monthly by 12/31/27.

2028: Maintain District Committee and District Commissioner Staff at sizes sufficient to achieve all district goals, members meeting monthly by 12/31/28.

2029: Maintain District Committee and District Commissioner Staff at sizes sufficient to achieve all district goals, members meeting monthly by 12/31/29.

- 5. *Recruit and retain talented individuals who will provide excellent professional and volunteer leadership, management, and support of Scouting.***
- 6. *Ensure that professional staff is engaged in continuous learning and equipped to perform at top levels in support of volunteers and attainment of Council and district goals.***
 - a. Note: Ideal plan for paid staff is to grow council finances membership to a level that we can recruit and retain top-quality field and support staff, maintain full staffing levels, and potentially add field staff positions in both districts as well as a development professional and another full-time support person.
- 7. *Ensure that the NWGA Council is committed to the highest standards of Stewardship, Governance and Transparency in all aspects of its operation.***

NWGA Scouting:

Parents helping Parents raise good kids and great adults.