



# **2025-2028 Strategic Plan**

## **Executive Board Review & Approval**

**September 17, 2025**

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# Process Overview

- NEIC last developed a multiyear strategic plan in 2017, covering 2018 to 2020
- Since then, the Council was impacted significantly by the COVID-19 pandemic and other factors that led to a decline in membership, which in turn impacted other functional areas such as program participation, finances
- Recognizing the need for a turnaround in performance on several dimensions, NEIC embarked on the development of a new strategic plan in early 2024 with the following **primary objectives**:

- **Identify the key priorities NEIC will focus on during 2025-2028 in order to return to growth and sustain it in the future**
- **Develop detailed action plans for key functional areas that lead to achievement of the priorities, with an eye towards longer term trends**
- **Establish a set of key metrics that we will use to guide our actions and evaluate our success at implementing the strategy**

***The strategy translates our NEIC mission into action, based on the current context of our recent performance and today's operating environment***

**Our Mission**

*The mission of the Northeast Illinois Council, Scouting 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.*



**Our Strategy**

*Strategy involves setting goals and priorities, determining actions to achieve, and mobilizing resources to execute. **A strategy describes how goals will be achieved by resources that can be marshalled.** Strategic plans tend to look out ~3 years with an eye toward longer term trends.*

***Our Focus***



**Our Operating Plans**

*Detailed plans that translate strategy into action, including specific actions, resource allocation, with dates and owners. Typical operating plans look out ~1 year.*

*We chose to focus the scope of this plan on five key functions critical to delivering on NEIC's priorities and most impacted by Executive Board and Staff involvement*



## Membership



## Program



## Unit Service



## Development



## Communications

Out of strategic plan scope, but regularly addressed through other NEIC processes:

- Staff headcount, organizational structure, EB/AC membership  
*addressed through annual budgeting and Nominating Committee*
- Financial plan  
*addressed through annual budgeting and capital campaign*
- Facilities development  
*separate multi-year plan previously created for MSR*
- Information Technology

***A team consisting of Executive Board members and staff leadership was assembled to develop the strategic plan***

- Brian Montgomery, Co-Chair
- Ken Morrison, Co-Chair
- Nick Roberts, NEIC, Scout Executive/CEO
- Rob Sinda, NEIC, Asst. Scout Executive/COO
- Rebecca Minsley, NEIC, Sr. Development Dir.
- Lee Haak, NEIC, VP Administration
- Beth Micksch, Council President ('24)
- Rick Gallagher, Council President ('25)
- Pat Klemens, VP District Operations ('24)
- Tony Steenkolk, Council Commissioner ('25)
- Bob Krause, VP Program
- Russ McNeilly, VP Membership ('24)
- Jack Troester, VP Membership ('25)
- Jeffrey Pandolfino, VP Development ('24)
- John Bienko, VP Development ('25)
- Reed Snyder, Council Commissioner ('24), VP District Operations ('25)
- Allison Waggoner, VP Communications
- Matt Morgan, Executive Board member
- Mary Freeburg, Executive Board member

***Thank you all for your effort and support throughout this process!***

***The process had a quick start, but plan development was delayed due to lack of focus and prioritization. We are now on track to complete the work by the September '25 EB meeting***





# Executive Summary

## ***OUR STRATEGY IS ROOTED IN OUR MISSION***

The mission of the Northeast Illinois Council, Scouting 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.*

***We identified three pillars that serve as the foundation for the development of our strategy***

## **1. Grow Youth Engagement to Ensure a Sustainable Future**



*The base number of registered and engaged scouts is foundational to nearly every other element of our operating model. Expanding the base, both in terms of number as well as diversity is instrumental to achieving our mission*

## **2. Enable the Best Scouting Experience**



*A unique, unparalleled experience has been at the core of the Scouting movement since its inception and remains the primary reason youth and their parents are engaged in our programs*

## **3. Serve Our Units, Volunteers, and Families**



*Family members, unit leaders, and other volunteers are key elements that make the Scouting program succeed. We need to treat them as valued partners by ensuring they have the information, skills, and materials necessary to succeed*

***Key priorities were identified that align to these pillars. The priorities drive the action plans of individual functions within NEIC***

## **Grow Youth Engagement to Ensure a Sustainable Future**

- Drive overall membership growth
- Increase diversity to match our served communities
- Incubate new Units and revive those at-risk
- Improve our image and brand awareness & increase engagement with our members

## **Enable the Best Scouting Experience**

- Start with safety always
- Deliver highly relevant programming
- Grow Makajawan and Crown utilization
- Ensure financial capabilities in place to support our strategy

## **Serve Our Units, Volunteers, and Families**

- Recruit, train, and retain volunteer leaders in Units, Districts, and Council
- Scale best practices in Scouting across Council
- Reduce administrative overhead for stakeholders
- Improve service delivery between Council and Units
- Modernize communication channels, tools and processes



***In addition to Quality Council metrics\*, we will monitor progress on 13 critical outcomes to gauge overall performance. Each functional area will have additional metrics they track***

	Current	2028
Safeguarding Youth Training compliance	99%	100%
Total youth membership	3,100	4,500
Total number of units	135	139**
Scout retention	57%	75%
Gender diversity	15%	21%
Ethnic Diversity Differential	-18	-10
Makajawan attendance	1,388	2,000
Trained volunteer leaders	45%	70%
Units rechartered on-time	90%	100%
Unit:Commissioner ratio	4:1	3:1
Net Development funds	\$1.2M	\$1.6M
Today. Tomorrow. Together. contributions	\$4.4M	\$6M
Net Promoter Score	Establish by EOY '26	Improved annually

\* While a draft version of Quality Council metrics been shared by National, the final version has not yet been communicated

\*\* 2028 figure factors in the loss of units associated with combining 16 separate boy and girl units into 4 hybrid units

## ***The following approach will be used to maintain our focus on the plan over the next 3 years***






- Upon plan approval, the individual functional areas will begin using the plans to guide their actions over the next three years, taking action on the various initiatives outlined in their detailed plans
- NEIC should consider publishing some components of the plan (e.g., executive summary) on our website
- We will report regularly to the board on progress
  - Each functional area will provide a ~20 minute status update annually at a designated EB meeting (see callout for cadence)
  - Periodic update on the 13 critical outcomes as data becomes available
- We still aim to develop an expanded set of performance metrics by year-end 2025
  - More detailed metrics by the five functional areas as well as some additional areas not covered in the strat plan
  - Updated regularly and included with the board packet
- The core strategic planning team will continue to meet quarterly
  - Review updates of the metrics (critical outcomes, additional aligned metrics)
  - Discuss status of functional area initiatives, success strategies, challenges faced, etc.
  - Identify additional priorities to add or initiatives that no longer warrant attention
  - Address special situations as they arise
- We will continue to look for other ways to engage the board more broadly – e.g., annual retreat, new board member orientation

### ***EB Reporting Cadence:***

*February - Development  
March – Unit Service  
June - Communications  
September - Program  
December - Membership*

# Functional Action Plans

***Five working groups, aligned to the functions in scope, were formed to develop detailed action plans that support the pillars and key priorities***

	 <b>Membership</b>	 <b>Program</b>	 <b>Unit Service</b>	 <b>Development</b>	 <b>Communications</b>
<b>Leads</b>	Jack Troester, VP Rob Sinda, Asst Scout Exec	Bob Krause, VP Rob Sinda, Asst Scout Exec	Tony Steenkolk, Council Commissioner Rob Sinda, Asst Scout Exec	John Bienko, VP Rebecca Minsley, Sr. Development Director	Allison Waggoner, VP Kasandra Van Treeck, Communications Director
<b>Key Priorities</b>	<ul style="list-style-type: none"> <li>• Drive overall membership growth</li> <li>• Incubate new Units and revive those at-risk</li> <li>• Scale best practices in Scouting across Council</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver highly relevant programming</li> <li>• Grow Makajawan and Crown utilization</li> <li>• Recruit, train, and retain volunteer leaders in Units/Districts/Council</li> </ul>	<ul style="list-style-type: none"> <li>• Recruit, train, and retain volunteer leaders in Units/Districts/Council</li> <li>• Scale best practices in Scouting across Council</li> <li>• Incubate new Units and revive those at-risk</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure financial capabilities in place to support our strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Improve our image and brand awareness &amp; increase engagement with our members</li> <li>• Modernize communication channels, tools, processes</li> <li>• Serve communication needs of all functions</li> </ul>

### Common Priorities Across All Functions

- Start with safety always
- Increase diversity to match our served communities
- Reduce administrative overhead for stakeholders
- Improve service delivery between Council and Units





## Main Priority: Drive overall membership growth

### Membership Initiatives

- Execute and evolve **2025 Membership Plan** for **Cub Scouts**
- Adapt **2025 Membership Plan** to **Scouts BSA, Venturing, and Explorers**
- Refine approach to Scout **retention** to supplement National and local unit efforts
- Grow **new Packs/Troops/Crews** in unserved/underserved zip codes
- Develop Unit-level Membership Coordinators and **develop/share best practices** for Membership Coordinators
- Through evolution of Membership Plan, **improve service delivery** to Units
- Develop and promote a **safety culture and mindset** while growing Membership

### Some challenges we need to address

- Messaging breakthrough – how we reach parents/kids outside of Scouting.
- How to build/improve relationships and work with school districts, PTOs, and other youth-serving organizations.
- Evaluate effectiveness and “lessons learned” from 2025 Membership Plan execution.
- Getting/keeping new Scouts involved, particularly in first 90 days after joining.
- Succession planning for currently-identified Membership Coordinators.
- Keep aware of changes to program from National.



## Main Priorities: Deliver highly relevant programming, grow Makajawan and Crown utilization, recruit/train/retain volunteer leaders

### Program Initiatives

- **Start with safety always** to ensure the wellbeing of Scouts and Scouters
- **Enhance program offerings** throughout NEIC
- Increase **utilization of program and camps**
- Increase number of **trained leaders**
- **Improve parent engagement** in program offerings
- Improve **metrics to analyze program utilization** to accurately determine value of program

### Some challenges we need to address

- Unit misunderstanding of council and district offerings
- Communicating to units the available activities
- Promoting all programs at MSR as building blocks to building better leaders



## Main Priority: Deliver exceptional Unit Service by scaling best practices in Scouting across the Council

### Unit Service Initiatives

- Participate in and drive Scouting America **safety culture and prioritize safety** always
- Support **recruiting, training, and retaining** of volunteer leaders
- Evaluate our current **Unit Service structure and consider changes** to streamline Unit administration for stakeholders and enhance service delivery to better ensure a positive Scouting experience for youth and adults
- Encourage **on-time rechartering** of Units, Maintain overall retention above 95%\*
- Enable the **incubation of new and at-risk Units**
- Support Council **diversity and inclusion** efforts

### Some challenges we need to address

- Not all districts have all district Scouter positions filled and functioning, including the commissioner corps
- Current commissioner corps has few less tenured members, and there is no succession plan
- Units are not fully embracing Scouting America's Safety Moments policy, and Scouting America's incident reporting system may not be fully utilized, especially for near-miss incidents
- Units are not all rechartering on-time, and not all are led by fully position trained leaders



## Main Priority: Ensure Financial Capabilities in Place to Support NEIC Strategy

### Development Initiatives

- Grow **Friends of Scouting** annual campaign to net intake of **\$500k+ per year**
- Establish a **stewardship program** that cultivates donors to higher giving while engaging them uniquely based on their level
- Complete the **Today. Tomorrow. Together. campaign**, private and public phases raising **\$6M+**
- Increase participation in **Product Sales** to achieve **\$320k+** net annually
- Build a sustainable approach to engaging **institutional funders**, increasing our grant contributions to **\$200k**
- Evaluate our **events strategy** and conduct events that are productive, attract diverse participants, and further NEIC's goals
- Participate in Scouting America **safety culture**, support **diversity** initiatives, and productively **engage with units**

### Some challenges we need to address

- Addressing donor fatigue, especially among EB/AC and other top donors
- Building a culture of philanthropic giving throughout the Council at the unit/individual level
- Sustaining and growing relationships with various donor bases over time
  - Individual
  - Affinity groups
  - Small business
  - Corporate
  - Foundations

## Main Priority: Improve our image and brand awareness & increase engagement with our members

### Communications Key Metrics

- Enhance **community image & expand reach** through Press Releases, social media engagement, and website traffic
- **Drive member engagement** through email, event registrations, and **volunteer and parent survey** feedback on communications effectiveness
- Support Membership to **grow youth and adult membership**
- Support Development to **increase participation and fundraising**
- Support Program through **attendance at camps, merit badge days, training events**, etc.
- Drive diversity as measured through **demographic breakdown of new members & volunteers**
- Impact safety by **supporting leadership training**

### Some challenges we need to address

#### 1. Limited Staff Capacity

Only one FTE + a few volunteers covering all channels, campaigns, and requests.

Risk of burnout and inability to deliver consistently.

#### 2. Reactive vs. Strategic

Constantly responding to “urgent” requests may push out long-term initiatives (brand, storytelling, digital modernization, website).

#### 3. Outdated Tools/Processes

Legacy website, email platforms, or scattered social accounts take more time than they should or are not updated. Lack of templates means reinventing materials each time.

#### 4. Competing Priorities

Membership, fundraising, events, training, program promotion — all want communications support at once. Hard to decide what gets top billing.

#### 5. Need for Specialized Skills

Modern communications often require design, video, analytics, PR/media expertise — tough to cover with 1–2 people.



# Appendix 1: Membership



## Committee Members

### Staff

Rob Sinda, Asst. Scout Executive/COO  
Carl Monk, District Director  
Andrew Rejebian, District Executive

### Volunteers

Jack Troester, Chair  
Vince Dasta  
Kevin Rupprecht  
Harold Schirmer  
Aimee Solo  
Ann Young  
Unit Membership Coordinators

## Main Priority: Drive overall membership growth

### Additional priorities:

- Incubate new units and revive those at-risk
- Scale best practices in Scouting across Council
- Start with safety always
- Increase diversity to match our served communities
- Improve service delivery between Council and Units
- Reduce admin. overhead for stakeholders

### Critical Outcomes

	Current	2028
<b>Total youth membership</b>	3,100	4,500
<b>Total number of units</b>	135	139*
<b>Scout retention</b>	57%	75%
<b>Gender diversity</b>	15%	21%
<b>Ethnic Diversity Differential</b>	-18	-10

## Challenges to Address

- 1) Messaging breakthrough – how we reach parents/kids outside of Scouting.
- 2) How to build/improve relationships and work with school districts, PTOs, and other youth-serving organizations.
- 3) Evaluate effectiveness and “lessons learned” from 2025 Membership Plan execution.
- 4) Getting/keeping new Scouts involved, particularly in first 90 days after joining.
- 5) Succession planning for currently-identified Membership Coordinators.
- 6) Keep aware of changes to program from National.

\* 2028 figure factors in the loss of units associated with combining 16 separate boy and girl units into 4 hybrid units



## Specific Initiatives

- Execute and evolve **2025 Membership Plan** for Cub Scouts
- Adapt **2025 Membership Plan** to **Scouts BSA, Venturing, and Explorers**
  - With go-live for Scouts BSA in late 2025, Venturing/Explorers during 2026
- Refine approach to Scout **retention** to supplement National and local unit efforts
  - Including identifying metrics and supporting units at-risk
- Grow **new Packs/Troops/Crews** in unserved/underserved zip codes
- Develop Unit-level Membership Coordinators and **develop/share best practices** for Membership Coordinators

## Other Initiatives

- Through evolution of Membership Plan, improve service delivery to Units
- Develop and promote a safety culture and mindset while growing Membership





## ***Initiative: Execute and Evolve 2025 Membership Plan for Cub Scouts***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Work with Cub Scout units to plan 2025 recruiting events</b> (Jack Troester/DEs)	<ul style="list-style-type: none"> <li>• 2025 Membership Plan being implemented</li> <li>• Good unit participation thus far</li> <li>• Availability of unit volunteers to be Membership Coordinators (independent of other unit-level roles)</li> </ul>	<ol style="list-style-type: none"> <li>1. Work with units to schedule recruiting event(s)</li> <li>2. Provide training on how to plan effective recruiting event(s)</li> <li>3. Generate recruiting materials (flyers, postcards, bookmarks, yard signs) and publicize to units</li> <li>4. Develop intake form for units to submit orders</li> </ol>	<ul style="list-style-type: none"> <li>• Grow membership, on average, by 3% per year.</li> <li>• Develop trainings/tools/materials that can be used for any recruiting event at any time.</li> </ul>
<b>Support Cub Scout Units with 2025 Recruiting Events</b> (Membership Committee/ Jack Troester/Carl Monk/DEs)	<ul style="list-style-type: none"> <li>• Moving away from “School Night for Scouting” to support unit efforts</li> <li>• Unit leaders trying to do recruiting while also running recruiting event lead to less effective events</li> </ul>	<ol style="list-style-type: none"> <li>1. Once recruiting events are scheduled, work to provide Council-level volunteers for each event (DEs, MC, EB)</li> <li>2. Support unit recruiting through regional (National, Facebook, Youtube) and local (yard signs, post cards, face to face) efforts</li> <li>3. Launch recruiting micro-site on August 1</li> <li>4. List local unit recruiting events on micro-site on August 1 (or as established by units)</li> <li>5. Support unit events through advertising via NEIC channels</li> <li>6. DEs and local units follow-up on leads generated by micro-site and direct to local recruitment events</li> </ol>	<ul style="list-style-type: none"> <li>• Recruiting events fully staffed.</li> <li>• Recruiting micro-site gathering leads that are timely actioned to units.</li> <li>• Micro-site has calendar that reflects unit events.</li> <li>• Recruiting micro-site is customizable for units who wish to customize.</li> </ul>



## Initiative: *Execute and Evolve 2025 Membership Plan for Cub Scouts (cont.)*

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Follow-up with leads to get them to register as Scouts</b> (Sr. District Director/DEs/ Membership Committee)	<ul style="list-style-type: none"> <li>Follow-up with leads is inconsistent and challenging</li> <li>Beascout.org leads are not visible and are frequently not actioned</li> </ul>	<ol style="list-style-type: none"> <li>Develop follow-up approach to leads generated by micro-site (immediate response, DE link to unit within 1 business day, DE follow-up 1 week later)</li> <li>At recruiting events, obtain sign-in sheets and include in lead generation database</li> <li>Work with units to follow up on leads and “invite, invite, ask.”</li> <li>Work with units to develop “second chance” recruiting events and time with shifts in sports/other activities (e.g., November recruiting once football/soccer ends)</li> </ol>	<ul style="list-style-type: none"> <li>All leads timely followed up</li> <li>Conversion (lead to Scout) rates calculated and improved from 2025 levels</li> </ul>
<b>Review 2025 Membership Plan and Adjust as Necessary for 2026 and Beyond</b> (Jack Troester/Carl Monk/Andrew Rejebian)	<ul style="list-style-type: none"> <li>Membership Plan is a “living document” and is continuously evolving</li> <li>We will learn a bunch from the 2025 recruiting cycle that will be implemented for 2026.</li> </ul>	<ol style="list-style-type: none"> <li>Schedule debrief session after majority of fall recruiting is done (currently scheduled for Oct 3).</li> <li>Document/share best practices and lessons learned from 2025.</li> <li>Update 2025 Membership Plan for items in #2 and review with Membership Committee.</li> </ol>	<ul style="list-style-type: none"> <li>Debrief session scheduled within 2 weeks of hitting 80% of recruiting events.</li> <li>Next year membership plan draft ready by end of November (e.g., 2026 Membership Plan draft ready by Nov 30, 2025).</li> </ul>



## ***Initiative: Adapt Cub Scout Membership Plan to Scouts BSA, Venturing, and Explorers***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Develop Scouts BSA Membership Plan</b> (Kevin Rupprecht/Harold Schirmer)	<ul style="list-style-type: none"> <li>Current 2025 Membership Plan primarily focuses on Cub Scouts</li> <li>Scouts BSA recruitment typically focuses on “feeder Packs” to extent that those exist</li> </ul>	<ol style="list-style-type: none"> <li>1. Begin conversations with Troop Key 3 and SPLs on importance of recruiting</li> <li>2. Adapt successful portions of Cub Scout portions of 2025 Membership Plan to Scouts BSA</li> <li>3. Develop Scouts BSA equivalent “tracker” to chart progress on Scouts BSA Membership Plan</li> <li>4. Adapt materials (flyers, yard signs, etc.) and trainings to Scouts BSA</li> </ol>	<ul style="list-style-type: none"> <li>Scouts BSA Membership Plan developed and implemented by late 2025 (and incorporated into subsequent Membership Plans).</li> </ul>
<b>Execute Scouts BSA Membership Plan</b> (Jack Troester/DEs)	<ul style="list-style-type: none"> <li>Built upon 2025 Membership Plan</li> </ul>	<ol style="list-style-type: none"> <li>1. Meet with Troop Key 3 and SPL – starting second half of September</li> <li>2. Identify membership parent and Scout</li> <li>3. Identify Troops that don’t have feeder Packs, and identify potential candidates for feeder Packs</li> <li>4. Adapt membership trainings for Scouts BSA and train membership parent and designated Scout</li> </ol>	<ul style="list-style-type: none"> <li>Membership parent and Scout(s) identified.</li> </ul>



## ***Initiative: Adapt Cub Scout Membership Plan to Scouts BSA, Venturing, and Explorers (cont.)***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Evaluate ways to integrate Scouts BSA/ Cub Scout Membership Plans</b> (Jack Troester/Membership Coordinators)	<ul style="list-style-type: none"> <li>While some events are planned with both parties in mind, recruiting across Scouting tends to be siloed by units</li> </ul>	<ol style="list-style-type: none"> <li>Once Scouts BSA Membership plan is developed, evaluate Cub Scouts and Scouts BSA plans for potential to reduce overlap</li> <li>Work with Packs and Troops to identify ways to supplement recruiting efforts collectively (joint recruiting events, supporting community events, etc.)</li> <li>Incorporate joint events into recruiting micro-site.</li> </ol>	<ul style="list-style-type: none"> <li>Areas of overlap in Pack/Troop recruiting are identified and, where possible, consolidated</li> <li>Packs and Troops participating in and having booths at community events</li> </ul>
<b>Adapt Scouts BSA Membership Plan to Venturing and Explorers</b> (owner TBD)	<ul style="list-style-type: none"> <li>Development of Venturing crews can help to keep older Scouts involved in the Program.</li> </ul>	<ol style="list-style-type: none"> <li>Work with Venturing Crews to adapt Cub Scout/Scout BSA plans for Venturing and Explorers.</li> <li>Execute on Plan.</li> </ol>	<ul style="list-style-type: none"> <li>We have grown Membership in Venturing and Explorers over 2025 levels.</li> </ul>



## Initiative: Refine Approach to Scout Retention

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Activate New Scout Members and their Families</b> (Jack Troester/DEs/ Membership Coordinators)	<ul style="list-style-type: none"> <li>We do a good job of bringing in new Scout members</li> <li>Integration of new Scouts into units can be challenging (biggest hurdle is first 90 days)</li> <li>Getting parents and other family members involved can be a challenge.</li> </ul>	<ol style="list-style-type: none"> <li>Once a new Scout joins, send an email to the parents welcoming them to Council and introduce to Key 3/Membership Coordinator.</li> <li>Provide them with Council-level programs (Local Adventure Days, Boo Camp, etc.) in that introductory email.</li> <li>Work with Membership Coordinators to integrate them into units (invite to meetings).</li> <li>Work with Program to train Key 3 on how to activate parents and have them become leaders.</li> </ol>	<ul style="list-style-type: none"> <li>Every Scout's parents receives an email from Council within 1 business day of joining</li> <li>Increased attendance at Council-level programs</li> <li>Higher level of adults becoming volunteers from new Scouts.</li> </ul>
<b>Work with DEs to develop/adapt retention plan</b> (Jack Troester/Carl Monk/ Membership Committee)	<ul style="list-style-type: none"> <li>Largest number of membership renewals occur at year end</li> <li>With annual renewals based on join date, this is spreading out throughout the year (but will be focused on August/September going forward)</li> </ul>	<ol style="list-style-type: none"> <li>Develop and maintain list of Scout and adult renewals by month.</li> <li>Adapt retention plan from year-end focus to a rolling focus.</li> <li>Develop messaging to send to Key 3 and parents advising them of membership renewal and how to renew at key points (-60 days prior to renewal, -30, -15, +1, +30), augmenting National and local unit communications.</li> <li>Implement messaging with fall 2025 membership renewal surge.</li> </ol>	<ul style="list-style-type: none"> <li>Scout retention plan adapted and implemented on a rolling basis.</li> <li>Messaging sent augments national/local messaging.</li> </ul>



## ***Initiative: Refine Approach to Scout Retention (cont.)***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Develop tools to identify why Scouts are not renewing</b> (Membership/ Communications Committees)	<ul style="list-style-type: none"> <li>Scouting America has identified a number of drivers of Scouts leaving the program</li> <li>We have limited data on why Scouts are leaving the program locally</li> </ul>	<ol style="list-style-type: none"> <li>Develop survey(s) to help identify why Scouts are not renewing.</li> <li>As Scouts do not renew, send them survey to gather data.</li> <li>Aggregate survey responses, share responses and review data to identify potential issues to address.</li> <li>Refer potential issues to impacted functional areas.</li> </ol>	<ul style="list-style-type: none"> <li>Surveys sent at +60 days after membership expiration</li> <li>Data reviewed and cross-functional action plans developed for issues identified.</li> </ul>
<b>Develop Communications strategy to support retention of Scouts</b> (Membership/ Communications Committees)	<ul style="list-style-type: none"> <li>We spend a lot of time and effort on messaging to recruit new Scouts into the program</li> <li>Efforts at retaining Scouts are less well developed</li> </ul>	<ol style="list-style-type: none"> <li>Develop communications strategy highlighting value of belonging in Scouting and opportunities within units/Council.</li> <li>Implement communications strategy through multiple venues.</li> <li>Utilizing data generated from survey results above, adjust communications messaging to help address those issues.</li> </ol>	<ul style="list-style-type: none"> <li>Communications plan for retention developed and implemented.</li> </ul>



## ***Initiative: Refine Approach to Scout Retention (cont.)***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Develop/implement metrics for units-at-risk</b> (Membership/Program/Unit Service Committees)	<ul style="list-style-type: none"> <li>We have lost a number of units over the past few years</li> <li>Limited data and review of data on what caused units to fail and how that can be applied to existing units</li> </ul>	<ol style="list-style-type: none"> <li>Review data on historical units that have failed to recharter to identify trends that have caused the failure</li> <li>Apply trends to current unit population to assist in identifying units-at-risk for failing, and compare with other lists that may exist (Service, Program)</li> <li>Develop dashboard (or other means) to track unit health</li> <li>Work with discussions with other functional areas to develop action plans to support these units.</li> <li>Work with units directly to support those units.</li> </ol>	<ul style="list-style-type: none"> <li>Metrics for identifying units-at-risk developed and unit health dashboard built</li> <li>Membership, in conjunction with other units, are assisting those units that need additional help.</li> </ul>



## Initiative: Grow Packs, Troops, and Crews in Unserved/Underserved Zip Codes

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Identify communities that do not currently have units, or could support additional units</b> (Jack Troester/Carl Monk)	<ul style="list-style-type: none"> <li>With decrease in number of Packs and Troops, there are opportunities to start/restart units in communities</li> </ul>	<ol style="list-style-type: none"> <li>Review Market Analysis report to identify zip codes where opportunity to start unit is greatest (based on Target Age Youth).</li> <li>Cross-reference against current Packs and Troops to identify those zip codes where a Pack, Troop, or both are needed.</li> <li>Also evaluate and prioritize communities where there is a Troop, but no Pack, or vice versa.</li> <li>If there are communities that have a Pack or Troop, consider whether the Target Age Youth population could support an additional unit.</li> </ol>	<ul style="list-style-type: none"> <li>Obtain and use Market Analysis report to identify areas where unit growth opportunity is greatest.</li> </ul>
<b>Begin discussions with chartering organizations on supporting new units</b> (Jack Troester/Executive Board/ Membership Committee)	<ul style="list-style-type: none"> <li>We have a number of really good chartering organizations.</li> <li>We also have interest, and can cultivate additional interest, in additional partners</li> </ul>	<ol style="list-style-type: none"> <li>In zip codes that are identified in the first step, begin reaching out to potential chartering partners.</li> <li>Reach out to currently existing chartering partners (e.g., churches, American Legion, etc.) to identify additional candidates in those zip codes.</li> <li>Once potential chartering partners are identified, work with the chartering partner to register them to support the new unit.</li> </ol>	<ul style="list-style-type: none"> <li>When an opportunity for a new unit is identified, have a list of potential chartering partners identified.</li> <li>New chartering partner for a unit is identified within 3-6 months after new unit potential is identified.</li> </ul>





## ***Initiative: Grow Packs, Troops, and Crews in Unserved/Underserved Zip Codes (cont.)***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Start new units</b> (owner tbd)	<ul style="list-style-type: none"> <li>• New units often struggle to identify leadership to start unit activities.</li> <li>• More successful new units will often bring in established leaders from other units/former leaders who start the unit and transition out within a period of time.</li> </ul>	<ol style="list-style-type: none"> <li>1. Work with chartering organization and Membership Committee/ Executive Board to help staff new unit with adult leaders.</li> <li>2. Hold “kick off” recruiting events to bring potential Scouts and new Scouts into the unit.</li> <li>3. Work with parents in the new unit to transition leadership to the local unit over a pre-defined period of time.</li> </ol>	<ul style="list-style-type: none"> <li>• Membership Plan includes playbook for starting new units.</li> <li>• When a new unit is started, non-local unit leaders (e.g., MC/EB/others) transition out of unit within 6 months.</li> </ul>



## Initiative: Develop Unit-Level Membership Coordinators

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Deliver training to Membership Coordinators</b> (Jack Troester)	<ul style="list-style-type: none"> <li>Membership coordinators are generally new to the position</li> <li>Effective training will assist in units having more effective recruiting events</li> </ul>	<ol style="list-style-type: none"> <li>1. Deliver current training to Cub Scout Membership Coordinators</li> <li>2. Evolve training to encompass training for Scouts BSA Membership Coordinators/designated youth (SPLs and similar).</li> <li>3. Assess effectiveness of training periodically through conversations, surveys, etc., and adjust training as needed.</li> </ol>	<ul style="list-style-type: none"> <li>Membership Coordinators (Packs and Troops) fully trained</li> </ul>
<b>Evolve recruiting at Pack/Troop level to support year-round recruiting</b> (Jack Troester/Membership Coordinators/DEs)	<ul style="list-style-type: none"> <li>Currently recruiting is heavily focused in the start of school time frame (August/September)</li> <li>This puts a significant amount of pressure on fall recruiting</li> <li>Councils with successful growth have transitioned to a “year-round” recruiting mentality</li> </ul>	<ol style="list-style-type: none"> <li>1. Adapt 2025 Membership Plan for Cub Scouts (focused on fall recruiting) to open a second recruiting window in the spring.</li> <li>2. Develop tracking metrics (similar to 2025 Membership Plan) that support additional recruiting periods.</li> <li>3. Develop a series of “light” recruiting events/timeline that could be done in conjunction with already existing Pack plans that highlight (a) “shoulder” periods in sports (e.g., end of soccer season) and (b) key events in Pack calendar.</li> <li>4. Work with other areas (Program, Service?) to build support for unit and council activities occurring throughout the year.</li> </ol>	<ul style="list-style-type: none"> <li>Annual Membership Plan fully incorporates year-round recruiting.</li> <li>Majority of Packs and Troops are doing a second recruiting effort in spring</li> <li>Majority of Packs and Troops are incorporating recruiting into their Pack calendars</li> </ul>



## ***Initiative: Develop Unit-Level Membership Coordinators (cont.)***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Work cross-functionally to build recruiting into other Unit activities</b> (Jack Troester)	<ul style="list-style-type: none"> <li>Unit fundraising (e.g., popcorn) and service projects provide high visibility for Scouting to the community</li> </ul>	<ol style="list-style-type: none"> <li>1. Work with Membership Coordinators to identify potential Unit activities that provide high visibility for Scouting in the community.</li> <li>2. Develop materials that can be handed out at those events to promote Scouting (that points to recruiting micro-site).</li> <li>3. Work with Membership Coordinator and their unit to fully incorporate recruiting into these events.</li> </ol>	<ul style="list-style-type: none"> <li>Fully integrate recruiting into Popcorn and other unit fundraising activities</li> <li>Integrate and involve the community in Scouting service activities.</li> </ul>
<b>Build relationships with PTAs and other youth-serving organizations</b> (Jack Troester/ Executive Board/Membership Coordinators)	<ul style="list-style-type: none"> <li>We are generally unable to gain access to schools to promote Scouting's message, even though it aligns with school values</li> <li>Building relationships with PTAs and other youth-serving organizations (churches/temples, Boys/Girls Club, others) is another venue to gain access to potential Scouts</li> </ul>	<ol style="list-style-type: none"> <li>1. Each Unit to identify the PTA for each school in the geographic coverage of the Unit (Packs focused on elementary schools, Troops on middle schools).</li> <li>2. Each Unit to contact PTA and (a) attend meetings, if possible and (b) work with the PTA to identify ways to provide service to the PTA organization.</li> <li>3. Each Unit, in coordination with DEs/Membership Committee/ Executive Board, to identify other youth-serving organizations in their community.</li> <li>4. Work to establish and build relationships with these youth-serving organizations.</li> </ol>	<ul style="list-style-type: none"> <li>Each Unit is working with one or more PTAs collaboratively, providing service to the PTA and using that forum to spread Scouting's message.</li> <li>Each Unit is working with one or more other community organizations in their geographic footprint.</li> </ul>



## ***Initiative: Develop Unit-Level Membership Coordinators (cont.)***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Work with Units to Identify Potential Successors to Membership Coordinators</b> (owner TBD)	<ul style="list-style-type: none"> <li>• Succession planning of the Membership Coordinator role is important for the continued success of the Membership Plan</li> <li>• Particular focus on Cub Scout Membership Coordinators given the relatively short time period that they are identified</li> </ul>	<ol style="list-style-type: none"> <li>1. Work with Membership Coordinators during recruiting events and during the Unit year to identify potential successors.</li> <li>2. DEs and Membership Committee work on training potential successors.</li> <li>3. Membership Committee to encourage Membership Coordinators to become part of the Membership Committee (or join other standing committees at Council).</li> </ol>	<ul style="list-style-type: none"> <li>• Succession planning for Membership Coordinator role has been implemented in all units</li> <li>• We have refreshed the Membership Committee with former Membership Coordinators</li> </ul>



## Appendix 2: Program



## Committee Members

### Staff

Nick Roberts, Scout Executive/  
CEO  
Rob Sinda, Asst. Scout  
Executive/COO

### Volunteers

Bob Krause, Chair  
Steve Sesterhenn  
Dave Kline  
Doug Buier  
Nancy Kleiber  
Mike Anderson  
Tom Macfadden

### Main Priorities:

- Deliver highly relevant programming
- Grow Makajawan and Crown utilization
- Recruit, train, and retain volunteer leaders in Units, Districts, and Council

### Additional priorities:

- Start with safety always
- Improve service delivery between Council and Units
- Increase diversity to match our served communities
- Reduce administrative overhead for stakeholders

### Critical Outcomes

	Current	2028
<b>Makajawan attendance</b>	1,388	2,000
<b>Trained volunteer leaders</b>	45%	70%
<b>Safeguarding Youth Training compliance</b>	99%	100%

### Challenges to Address

- Unit misunderstanding of council and district offerings
- Communicating to units the available activities
- Promoting all programs at MSR as building blocks to building better leaders



- Start with safety always to ensure the wellbeing of Scouts and Scouters
  - Developing risk analysis for each program offered
  - Establishing and expanding a culture of safety at each program event
- Enhance program offerings throughout NEIC
  - Routinely evaluate program to determine usefulness
  - Develop program desired by units
- Increase utilization of program and camps
  - Eliminate under utilized program to better use resources
  - Increase Unit awareness of program offerings to ease burden on unit leaders
- Increase number of trained leaders
  - Inform leaders of benefit of training
  - Increase awareness of in-person and online training
  - Recognize leaders becoming fully trained
- Improve parent engagement in program offerings
  - Develop new group of district and council program leaders
  - Lessen the load on existing council level leaders
- Improve metrics to analyze program utilization to accurately determine value of program
  - Determine effective methods for measuring program use



## ***Initiative: Start with safety always to ensure the well being of Scouts and Scouters***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Maintain SYT at 100% Compliance</b> (Taylor Summerfield)	<ul style="list-style-type: none"> <li>Scouters must be current in SYT training</li> <li>Scouters not in compliance must be notified or removed from list of registered leaders</li> </ul>	<ol style="list-style-type: none"> <li>Maintain list of active leaders and staff</li> <li>Notify leaders or staff as the expiration of SYT approaches</li> <li>Notify non-compliant leaders of loss of registered status</li> </ol>	<ul style="list-style-type: none"> <li>Maintain SYT compliance at 100%</li> </ul>
<b>Create and Update Hazard Assessments</b> (Bob Krause)	<ul style="list-style-type: none"> <li>Many programs do not have up to date hazard assessments</li> <li>New programs or changes to existing program are frequent</li> </ul>	<ol style="list-style-type: none"> <li>Maintain a list of all council-based program activity at Camp Crown and Camp Makajawan</li> <li>Ensure that up to date hazard analysis are developed and maintained for each program</li> <li>Update all hazard assessments every three years.</li> </ol>	<ul style="list-style-type: none"> <li>Maintain a complete list of all program activities with up-to-date hazard analysis</li> </ul>
<b>Reinforce Incident Reporting Practices</b> (Bob Krause)	<ul style="list-style-type: none"> <li>Many programs are not aware of incident reporting procedure</li> <li>Lack of incident information prevents utilizing data to improve safety awareness and prevention</li> </ul>	<ol style="list-style-type: none"> <li>Ensure that staff and units visiting camps are aware of incident reporting procedures</li> <li>Develop simple, online methods for increasing reporting</li> </ol>	<ul style="list-style-type: none"> <li>Ensure that 90% of incidents are reported using on-line tools</li> <li>Ensure that 50% of near-misses are reported using on-line tools</li> </ul>





## Initiative: Enhance Program Offerings Throughout NEIC

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Annually Evaluate Programs and Benefits</b> (Bob Krause)	<ul style="list-style-type: none"> <li>Many current programs are in place since “that is how it is always done”</li> <li>Many programs expense is not justified by utilization</li> <li>Program areas are being updated, and program must be updated to utilize new features</li> </ul>	<ol style="list-style-type: none"> <li>Annually evaluate programs for needed updates or improvements.</li> <li>Analyze attendance against cost and time effort needed to create program</li> <li>Recruit staff, alumni, and parents to committees to get a better overall view of program impact.</li> </ol>	<ul style="list-style-type: none"> <li>Annual review of all program at all NEIC locations</li> </ul>
<b>Conduct Annual Survey of Staff and Program Attendees</b> (Steve Sesterhenn)	<ul style="list-style-type: none"> <li>Feedback is gathered annually using surveys and open discussions with MSR program attendees</li> <li>A MSR post-camp assessment is done with paid staff at end of summer</li> <li>No data is gathered regarding program outside of MSR from either staff or attendees</li> </ul>	<ol style="list-style-type: none"> <li>Implement annual and consistent feedback from both MSR and for programs held within council</li> <li>Develop and frequently update survey to obtain relevant information to allow program improvement</li> </ol>	<ul style="list-style-type: none"> <li>Maintain, and update annually, surveys to get information to improve program offerings</li> <li>Increase survey response to 20% of participants at MSR</li> </ul>
<b>Develop New Program Needed by Units</b> (Dave Kline)	<ul style="list-style-type: none"> <li>Many units feel that council does not understand needs of units</li> <li>Cub leaders often thrust into the role with no knowledge of program to deliver</li> <li>Many leaders struggle to develop weekly/monthly activities for meetings</li> <li>Many units develop program that could be used by other units</li> <li>Council develops program based on what it feels units need</li> <li>Very little communication exists between units and council. Additionally, units do not understand many council offerings</li> </ul>	<ol style="list-style-type: none"> <li>Work with Commissioners to better create programs that will be utilized by units</li> <li>Develop relationships between units to not “reinvent the wheel” and develop program that units need and want</li> <li>Develop program that can be delivered by the units to ease their burden</li> <li>Explain to units how council/district activities take burden off unit leaders</li> </ol>	<ul style="list-style-type: none"> <li>Develop survey for unit leadership to determine useful program and gather ideas for new program</li> <li>Visit units to develop rapport with leadership</li> <li>Be available at current program to interact with unit leaders and discuss needs</li> </ul>



## Initiative: Increase utilization of program and camps

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Increase the awareness of programs/rentals/camps offered by district and council</b> (Bob Krause)	<ul style="list-style-type: none"> <li>Many units are not aware of the Scouting hierarchy that includes District and Council and what they offer.</li> <li>Many units and parents are not aware of programs and rental equipment currently available</li> <li>Often leaders act as gatekeepers to program information</li> </ul>	<ol style="list-style-type: none"> <li>Utilize parent and leader newsletters to make them aware of what is offered and available</li> <li>Work with Commissioners to ensure available programs are known to unit leadership</li> </ol>	<ul style="list-style-type: none"> <li>Setup regular communications between Commissioners and Program leadership</li> </ul>
<b>Increase usage of shore-based programs</b> (Dave Kline)	<ul style="list-style-type: none"> <li>Many units are not aware of existing program or facilities</li> <li>Grow the local programs offerings</li> </ul>	<ol style="list-style-type: none"> <li>Market rental options (canoes, etc.) and activities to In-council and local OOC units</li> </ol>	<ul style="list-style-type: none"> <li>Increase number of attendees at programs by 20%</li> <li>Increase unit rentals of facilities by 25%</li> </ul>



## ***Initiative: Increase Utilization of Program and Camps (page 2)***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Promote Program to Both In-Council and Out of Council Units</b> (Tom Macfadden)	<ul style="list-style-type: none"> <li>Many in-council units participate</li> <li>There are some out-of-council (OOC) units that attend but many are unaware of MSR</li> <li>Those OOC units that do attend do not do so annually</li> </ul>	<ol style="list-style-type: none"> <li>Market MSR to units both in-council and OOC</li> <li>Improve customer experience to increase retention by surveying attendees and staff</li> <li>Improve and grow program opportunities</li> </ol>	<ul style="list-style-type: none"> <li>Increase Scout week attendance to 2000</li> <li>Increase opportunities for older Scouts</li> </ul>
<b>Increase Program Options at MSR</b> (Steve Sesterhenn)	<ul style="list-style-type: none"> <li>Many Scouts feel that all opportunities at MSR have been completed</li> <li>Older Scouts have many non-Scouting options taking their time</li> </ul>	<ol style="list-style-type: none"> <li>Survey both unit leaders and Scouts for opportunities to increase program</li> <li>Modify program to encourage attendance each year and encourage older Scouts to return</li> </ol>	<ul style="list-style-type: none"> <li>Increase returning Scout retention at MSR by 20%</li> </ul>



## ***Initiative: Increase number of trained leaders***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Reinforce the value of training to unit leadership</b> (Nancy Kleiber)	<ul style="list-style-type: none"> <li>Many unit leaders don't know the training available</li> <li>Many units don't see the value of trained leaders</li> <li>If a current leader is not trained, other assistants don't get trained</li> <li>National's online courses are outdated</li> <li>Many Council leaders are not trained for their position</li> </ul>	<ol style="list-style-type: none"> <li>Promote current available training</li> <li>Inform leaders of requirements to be a trained leader</li> <li>Recognize publicly those completing training</li> <li>Promote value of training</li> <li>Improve communication to leaders changing roles to maintain "trained" status</li> </ol>	<ul style="list-style-type: none"> <li>Percent of direct contact trained leaders to 70%</li> <li>Increase total trained leaders to 50%</li> </ul>
<b>Offer additional options to becoming trained</b> (Nancy Kleiber)	<ul style="list-style-type: none"> <li>Many leaders don't want to give up a time to attend in-person</li> <li>Leaders are not aware of methods for becoming trained</li> </ul>	<ol style="list-style-type: none"> <li>Promote NEIC training to other councils</li> <li>Make units and leaders aware of local training OOC</li> <li>Encourage completing specialized training, such as Woodbadge and Okpik</li> <li>Create program to ensure new leaders are aware of training benefits and opportunities</li> </ol>	<ul style="list-style-type: none"> <li>Improve tracking of trained leaders</li> <li>Communicate directly to registered leaders value of training</li> <li>Communicate to parents the value of trained unit leadership</li> </ul>



## ***Initiative: Improve parent engagement in program offerings***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Increase awareness of parents that most in council leadership roles are also volunteers</b> (Commissioners)	<ul style="list-style-type: none"> <li>Many unit leaders and adults don't realize that district and council leaders are also volunteers</li> </ul>	<ol style="list-style-type: none"> <li>1. Work with current district volunteers to identify persons willing to take on council/district roles</li> <li>2. Identify volunteer's interest to use them appropriately</li> <li>3. Encourage unit leaders to increase number of parents involved in delivering program</li> </ol>	<ul style="list-style-type: none"> <li>Create job descriptions for council/district roles</li> </ul>
<b>Increase the number of district and council level volunteers</b> (Bob Krause)	<ul style="list-style-type: none"> <li>Many current volunteers are filling several roles at district and council levels</li> <li>Burnout exists among the volunteers</li> <li>Many Scouters are aging and in need of assistance</li> </ul>	<ol style="list-style-type: none"> <li>1. Start by asking for assistance in small roles already being attended</li> <li>2. Show the benefit of helping others as an example to their Scouts</li> <li>3. Show the value of comradery</li> </ol>	<ul style="list-style-type: none"> <li>Increase available volunteers by 50%</li> </ul>
<b>Recruit new parents to reduce leaders filling multiple unit functions</b> (Commissioners)	<ul style="list-style-type: none"> <li>Many unit leaders act as "gatekeepers" limiting program to those they are comfortable with and used in past</li> <li>Leaders feel burdened with many activities offered.</li> </ul>	<ol style="list-style-type: none"> <li>1. Communicate directly with parents to make them aware of program offerings</li> </ol>	<ul style="list-style-type: none"> <li>Increase parental involvement at unit level by 25%</li> </ul>



***Initiative: Improve metrics to analyze program utilization to accurately determine value of program***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Develop better tools to measure actual program usage</b> (Bob Krause)	<ul style="list-style-type: none"> <li>Currently, attendance is measured by registration</li> <li>Often, especially for “free” program, units register but do not attend</li> </ul>	<ol style="list-style-type: none"> <li>Encourage early registration to allow for better program planning</li> <li>Implement a check in procedure to determine actual attendance</li> </ol>	<ul style="list-style-type: none"> <li>Implement check in area at all activities to determine actual usage</li> </ul>
<b>Use actual attendance and surveys to determine continuing program</b> (Dave Kline)	<ul style="list-style-type: none"> <li>Activity success often based on sign-up only</li> <li>Success should be based on actual attendance and positive attendee feedback</li> <li>Attendees are not given opportunity to provide program feedback</li> </ul>	<ol style="list-style-type: none"> <li>Survey attendees after activity concludes</li> </ol>	<ul style="list-style-type: none"> <li>Develop survey to gain insight on value of program</li> </ul>



## Appendix 3: Unit Service



## Committee Members

### Staff

Rob Sinda, Asst. Scout Executive/COO

### Volunteers

Reed Snyder  
Tony Steenkolk

## Main Priority: Deliver exceptional service to Units by scaling best practices in Scouting across Council

Additional priorities:

- Start with safety always
- Recruit, train, and retain volunteer leaders in Units, Districts, and Council
- Incubate new Units and revive those at-risk
- Increase diversity to match our served communities
- Reduce administrative overhead for stakeholders

### Critical, Additional Outcomes

	Current	2028
<b>Units rechartered on-time</b>	90%	100%
<b>Unit:Commissioner ratio</b>	4:1	3:1
<b>Unit Commissioner connections</b>	0.32/month/visit	1/month/Unit
<b>At-Risk / New Unit team</b>	No	Yes
<b>Complete U.S. evaluation</b>	No	Yes

## Challenges to Address

- Not all districts have all district Scouter positions filled and functioning, including the commissioner corps
- Current commissioner corps has few less tenured members, and there is no succession plan
- Units are not fully embracing Scouting America's Safety Moments policy, and Scouting America's incident reporting system may not be fully utilized, especially for near-miss incidents
- Units are not all rechartering on-time, and not all are led by fully position trained leaders





- Participate in and drive Scouting America **safety culture** and **prioritize** safety always
- Support **recruiting, training, and retaining** of volunteer leaders
- Evaluate our current **Unit Service structure and consider changes** to streamline Unit administration for stakeholders and enhance service delivery to better ensure a positive Scouting experience for youth and adults
- Encourage **on-time rechartering** of Units, Maintain overall retention above 95%\*
- Enable the **incubation of new and at-risk** Units
- Support Council **diversity and inclusion** efforts

*\*Based on current program separation of girl and boy units by Scouting America policy*



## ***Initiative: Participate in Scouting America safety culture and prioritize safety always***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Grow Use of Scouting America Safety Moments by Units</b> (Council Commissioner)	<ul style="list-style-type: none"> <li>Unknown how many Units practice Safety Moments</li> <li>Anecdotal information suggests few Units formally practice Safety Moments</li> </ul>	<ol style="list-style-type: none"> <li>Educate commissioners on Scouting America's policy to use Safety Moments in Scouting activities</li> <li>Educate commissioners on available Scouting America Safety Moments resources</li> <li>Encourage commissioners to coach Units to embrace the Scouting America's policy on Safety Moments and incorporate into unit's meetings and events</li> <li>Collaborate with Programming Committee on safety culture within the Council</li> </ol>	<ul style="list-style-type: none"> <li>All Units have been communicated Scouting America's policy on use of Safety Moments in Scouting activities</li> <li>All units initiate each meeting and event with a brief pause to discuss potential dangers and how to aver them, focusing the group's attention on safety protocols</li> </ul>
<b>Grow Awareness and Use of Scouting America Incident Reporting System</b> (Council Commissioner, Enterprise Risk Management Chair, Council Advisor)	<ul style="list-style-type: none"> <li>Unknown how many Units fully report all safety incidents using Scouting America incident reporting system</li> <li>Anecdotal information suggest some Units do not know of system, some Units not training in its use, and some Units not fully using the incident reporting system</li> </ul>	<ol style="list-style-type: none"> <li>Educate Council executive board on Scouting America's policy on incident reporting</li> <li>Educate commissioners on Scouting America's "Navigating Incidents Guide for Units"</li> <li>Work with Safety Committee to create educational materials for distribution to Units by commissioners, and report progress to Council executive board</li> <li>Commissioners educate and coach Units in incident reporting</li> <li>Collaborate with Programming Committee on promoting use of Incident Reporting System</li> </ol>	<ul style="list-style-type: none"> <li>All Units have been communicated Scouting America's policy on incident reporting and understand the need for incident reporting to maintaining a secure environment in Scouting</li> <li>All Units promptly report incidents</li> </ul>



## ***Initiative: Support recruiting, training, and retaining of volunteer adults***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Support recruiting of volunteer adults</b> (Council Commissioner, Vice President of District Operations, Council Advisor)	<ul style="list-style-type: none"> <li>Some Units need help improving their volunteer recruiting skills</li> </ul>	<ol style="list-style-type: none"> <li>Commissioners connect Districts and Units with Council and Scouting America resources on volunteer recruiting skills</li> <li>Commissioners offer assistance to Units to adopt written succession plans</li> <li>Encourage commissioners to collaborate with Units on recruiting volunteer adults, including if appropriate personally meet with potential volunteers for Unit leadership positions to answer questions about the Scouting program and position responsibilities</li> </ol>	<ul style="list-style-type: none"> <li>District committees proficient at recruiting and filling District leadership positions</li> <li>District committees providing support to Unit leadership on recruiting Unit leaders</li> <li>Each Unit proficient at recruiting volunteers</li> <li>Each Unit has adopted a written succession plan</li> </ul>



## ***Initiative: Support recruiting, training, and retaining of volunteer adults***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Support training and retaining of volunteer adults</b> (Council Commissioner, Vice President of District Operations, Council Advisor)	<ul style="list-style-type: none"> <li>Unit service delivery may be impacted by insufficient training completions for Unit leader training</li> <li>Not all Units are believed to have written succession plans adopted</li> <li>Not all Districts are holding periodic roundtables for networking opportunities, current program training, and sharing of program information</li> </ul>	<ol style="list-style-type: none"> <li>1. Encourage 100% training of commissioners</li> <li>2. Commissioners communicate training opportunities for Unit leaders monthly to assigned Units</li> <li>3. Commissioners offer assistance to Units to adopt written succession plans</li> <li>4. Enable District Roundtables (or substitute event): Appoint Council Roundtable Commissioner, Fill District Roundtable Commissioner positions as needed</li> <li>5. Encourage commissioners to collaborate with Units on training new volunteer adults, including if appropriate personally meet with the new volunteers to answer questions about the Scouting program and position responsibilities</li> </ol>	<ul style="list-style-type: none"> <li>Commissioner corps is 100% trained, and participate in continuing commissioner education</li> <li>Over 75% of commissioner corps annually attend annual training event, and over 75% working on College of Commissioner Science degree</li> <li>Unit leaders are confident they know of all training opportunities</li> <li>Each Unit has adopted a written succession plan</li> <li>Periodic roundtables being held throughout Council</li> </ul>



***Initiative: Evaluate current Unit Service structure; consider changes to increase Unit Service effectiveness and guidance for more positive experience for youth and adults***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Evaluate Current Unit Service Structure</b> (Council Commissioner, Vice President of District Operations, Council Advisor)	<ul style="list-style-type: none"> <li>Not all three districts have all volunteer positions staffed, including commissioner corps</li> <li>At least one district has not been functioning well for a couple of years</li> <li>Many commissioners are not fulfilling all commissioner responsibilities on a regular basis</li> <li>Scouting America is rolling out a new Commissioner program, making key changes to the old program</li> </ul>	<ol style="list-style-type: none"> <li>Engage the Governance Committee to evaluate current Unit Service structure</li> <li>Evaluate structure and issue a report within one year</li> </ol>	<ul style="list-style-type: none"> <li>Current Unit Service structure has been evaluated, options (including a non-traditional district model) considered, and recommendations made to Executive Board</li> </ul>
<b>Educate Unit Stakeholders on Simplified Unit Processes</b> (Council Commissioner, Vice President of District Operations, Council Advisor)	<ul style="list-style-type: none"> <li>Many Units struggle with online portal for membership registrations, Unit rechartering and event sign-ups</li> <li>Scouting America and Council have changed membership and Unit rechartering processes several times in recent past</li> </ul>	<ol style="list-style-type: none"> <li>Communicate to key Unit leaders the current online portals for membership registration, Unit rechartering and even sign-ups</li> <li>Offer automated reminders for deadlines and key tasks</li> <li>Host regular training sessions on online portals for membership and Unit rechartering, as well as Scoutbook</li> <li>Establish a user-friendly system for Unit leaders to voice concerns or suggest improvements</li> </ol>	<ul style="list-style-type: none"> <li>Units proficient in use of online portal for membership registrations, Unit rechartering, and event sign-ups</li> <li>Unit leader satisfaction high for these processes</li> </ul>



***Initiative: Evaluate current Unit Service structure; Consider changes to increase Unit Service effectiveness and guidance for more positive experience for youth and adults (cont.)***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Increase Unit Connections to Average 6 Connections per Year, there after increasing by 2 YOY</b> (Council Commissioner)	<ul style="list-style-type: none"> <li>Each Unit is not getting a minimum of 12 connections per year from its assigned commissioner - 1 in-person visit every 2 months and a monthly connection of some kind for other 6 months</li> <li>Some commissioners not using Unit Connections tool to log visits</li> <li>Lack of Unit Connections logs degrades ability to assess Unit Service support across the Council</li> </ul>	<ol style="list-style-type: none"> <li>1. Train commissioners on key responsibilities of commissioner position emphasizing need for connections to assigned Units</li> <li>2. Create commissioner prospect list by district</li> <li>3. Develop new commissioner talent from the list</li> <li>4. Assign Unit commissioner to each Unit, prioritizing Units that are newer, at-risk, or have other needs</li> <li>5. Leverage connections to support Unit leader training, to deliver district and Council programming and communications, and encourage Unit succession planning</li> </ol>	<ul style="list-style-type: none"> <li>Each Unit is visited in-person at least once every other month, and is contacted each month</li> <li>Unit Connections tool from Scouting America being fully implemented by commissioner corps</li> <li>Council maintains full complement of commissioners</li> <li>Succession planning is in place for commissioner corps</li> <li>Units potentially becoming at-risk are identified at earlier stage</li> </ul>



***Initiative: Evaluate current Unit Service structure; Consider changes to increase Unit Service effectiveness and guidance for more positive experience for youth and adults (cont.)***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Increase quality of engagement with Units</b> (Council Commissioner)	<ul style="list-style-type: none"> <li>• Most Unit key leaders cannot name their assigned commissioner</li> <li>• Some Units do not value commissioner role</li> <li>• Some Units not taking full advantage of assigned commissioner</li> <li>• Most Units are not visited monthly by their assigned commissioner</li> <li>• Many commissioners are registered in more Scouting positions than assigned commissioner position</li> </ul>	<ol style="list-style-type: none"> <li>1. Increase comprehensive training opportunities for commissioners beyond basic training</li> <li>2. For each Unit visit, ensure commissioners have relevant, useful information from Membership, Program, or other Committees to share</li> <li>3. Publish communications on role of commissioning in Scouting</li> <li>4. Publish profiles of select commissioners to demonstrate personal and Scouting acumen</li> <li>5. Review current roster of individuals in commissioner position and re-energize corps</li> <li>6. Develop a Unit success metrics tool to share with Unit leadership</li> <li>7. Recognize and celebrate commissioner successes</li> </ol>	<ul style="list-style-type: none"> <li>• Each Unit knows its assigned commissioner</li> <li>• Unit commissioners sharing relevant, useful information monthly with assigned Unit</li> <li>• Unit leaders proactively reach out to assigned commissioner as valued resource</li> <li>• No Unit commissioner is registered for more than one Scouting position in addition to assigned commissioner position</li> <li>• Share and promote Unit success metrics tool</li> </ul>



## ***Initiative: Enable the incubation of new and at-risk Units***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Assessment of Units for At-Risk</b> (Council Commissioner, Membership Committee, Council Advisor)	<ul style="list-style-type: none"> <li>• No formal systemic approach exists for determining which Units may be at-risk</li> <li>• No data driven approach to assessing for at-risk key attributes</li> <li>• No program in place to address at-risk Units</li> </ul>	<ol style="list-style-type: none"> <li>1. Educate all commissioners on key attributes of at-risk Units</li> <li>2. Encourage commissioners to use Unit Connections tool to identify Units exhibiting one or more key attributes of being at-risk</li> <li>3. Develop a Unit success metrics tool (key Unit health attributes) to share with Unit leadership</li> <li>4. Develop and adopt a Council dashboard to track Unit use of success metrics tool and Unit health</li> </ol>	<ul style="list-style-type: none"> <li>• Adoption of Council dashboard tracking Unit health key attributes</li> <li>• Risk Assessments completed quarterly on all Units</li> <li>• Targeted intervention launched for each Unit assessed as at-risk</li> </ul>
<b>Support New Units and Address Needs of At-Risk Units</b> (Council Commissioner, Membership Committee, Council Advisor)	<ul style="list-style-type: none"> <li>• No formal package of resources for new Units or for at-risk Units</li> <li>• No commissioner or district volunteers designated as intervention mentors and coaches for at-risk Units</li> <li>• No commissioners or district volunteers designated as mentors and coaches for new Units</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop a “New Unit Starter Kit” and team, that includes resources, funding guidance, program ideas, and mentoring/coaching guidance for team members. Train team on kit</li> <li>2. Develop a checklist of best practices tool for use in transferring full management of a new Unit to newly trained Unit leaders</li> <li>3. Develop a team for intervention mentors and coaches for at-risk Units. Train team using existing Scouting America scouting commissioners resources for addressing needs of at-risk Units</li> </ol>	<ul style="list-style-type: none"> <li>• “New Unit Start Kit” developed and launched</li> <li>• Checklist of best practices shared as appropriate</li> <li>• Roster created and maintained of commissioners and district volunteers for at-risk Units.</li> <li>• Roster created and maintained of commissioners and district volunteers for new Unit support</li> </ul>





## ***Initiative: Encourage on-time rechartering of Units***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Encourage On-Time Rechartering of Units</b> (Council Commissioner, District Commissioners)	<ul style="list-style-type: none"> <li>Not all Units recharter on time</li> </ul>	<ol style="list-style-type: none"> <li>Educate commissioners on need for 100% rechartering</li> <li>Educate Unit leadership on importance of on-time rechartering</li> <li>Help develop Council rechartering help documents and resources for Unit leaders</li> <li>Assist with in-person and online trainings on rechartering</li> </ol>	<ul style="list-style-type: none"> <li>100% of Units recharter on time always</li> </ul>



## ***Initiative: Support Council diversity and inclusion efforts***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Identify and Recruit Commissioners Reflecting the Diversity of the Council's Scouting community</b> (Council Commissioner, Membership Committee, IDEA Committee)	<ul style="list-style-type: none"> <li>No established program for identifying and recruiting commissioners reflecting the diversity of the Council's Scouting community</li> </ul>	<ol style="list-style-type: none"> <li>Create partnership between commissioners and Membership and IDEA committees to identify particular needs for commissioners to support Membership and IDEA committee actions</li> <li>Create commissioner prospect list</li> <li>Develop pool of commissioners to support Membership and IDEA committees</li> </ol>	<ul style="list-style-type: none"> <li>Commissioner corps reflects the diversity of the Council's Scouting community</li> </ul>
<b>Promote the creation of new Units to serve underrepresented populations in the Council's Scouting community</b> (Council Commissioner, Membership Committee, IDEA Committee)	<ul style="list-style-type: none"> <li>No commissioners assigned to support the IDEA committee</li> <li>No commissioners assigned to support the Membership committee</li> </ul>	<ol style="list-style-type: none"> <li>Create partnership between commissioners and IDEA committee to identify and recruit commissioners for new Units serving underrepresented populations</li> <li>Create partnership between commissioners and Membership committee to create new Units to serve underrepresented populations</li> </ol>	<ul style="list-style-type: none"> <li>Partnership between commissioners and IDEA committee established and growing</li> <li>Partnership between commissioners and Membership committee established and growing</li> </ul>



## Appendix 4: Development



## Committee Members

### Staff

Nick Roberts, Scout Executive/  
CEO  
Rebecca Minsley, Sr. Dev. Dir.  
Kevin Ronayne, Sr. Dev. Dir.

### Volunteers

John Bienko, Chair  
Rick Gallagher  
Amy McJoynt  
Ken Morrison  
Jeffrey Pandolfino  
Ron Peterson  
Mike Rummel  
Steve Sesterhenn  
Allison Waggoner  
Cody Romano

## Main Priority: Ensure financial capabilities in place to support our strategy

### Additional priorities:

- Start with safety always
- Increase diversity to match our served communities
- Reduce administrative overhead for stakeholders
- Improve service delivery between Council and Units

## Critical Outcomes

	Current	2028
<b>Net Development funds</b>	\$1.2M	\$1.6M
<b>Today. Tomorrow. Together. contributions</b>	\$4.4M	\$6.0M

## Challenges to Address

- Addressing donor fatigue, especially among EB/AC and other top donors
- Building a culture of philanthropic giving throughout the Council at the unit/individual level
- Sustaining and growing relationships with various donor bases over time
  - > Individual
  - > Affinity Groups
  - > Small business
  - > Corporate
  - > Foundations



- Grow **Friends of Scouting** annual giving campaign to include Family and Community components resulting in a sustained net intake of **\$500k+ per year**
- Establish a **stewardship program** for individual donors and affinity groups that cultivates them to higher levels of contribution while engaging them uniquely based on their giving levels
- Complete the **Today. Tomorrow. Together. campaign**, including both quiet and public phases, having raised **\$6M+**
- Increase participation in **Product Sales** to achieve **\$320k+** net annually
- Build a sustainable approach to engaging **institutional funders**, increasing our grant contributions to **\$200k** and beyond
- Evaluate our current **events strategy** and select events to conduct that are productive, attract a diverse set of participants, and further NEIC's goals
- Participate in Scouting America **safety culture**, support **diversity** initiatives, and productively **engage with units**



***Initiative: Grow Friends of Scouting annual giving campaign to include Family and Community components resulting in a sustained net intake of \$500k+ per year***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Continue to grow FFOS</b> (Amy McJoynt)	<ul style="list-style-type: none"> <li>About half of units participate and few do so enthusiastically</li> <li>FFOS perceived as a burden on unit leaders</li> <li>Little family awareness of council's value proposition</li> <li>Limited connection with or solicitation of alumni families by units</li> <li>Lots of bad email addresses in Blackbaud</li> </ul>	<ol style="list-style-type: none"> <li>Increase no. of participating units and donors</li> <li>Simplify process for unit coordinators</li> <li>Share more stories about Scouting and consistent messaging</li> <li>Track alumni parents &amp; Scouts and stay connected to them</li> <li>Rethink unit incentives (perhaps across fundraisers) and potentially share a portion of funds raised</li> </ol>	<ul style="list-style-type: none"> <li>FFOS raises \$425k+ per year</li> <li>75% of units participate</li> <li>More than half of units achieve at least one target, receive incentives</li> <li>Increase number of donors from ~400 to 700</li> </ul>
<b>Establish a Community FOS campaign</b> (Ron Peterson)	<ul style="list-style-type: none"> <li>No sustained effort at community FOS ("CFOS") for many decades</li> <li>Lots of local businesses and large companies that could be solicited</li> <li>Too little focus on philanthropic model of fundraising (too much transactional)</li> </ul>	<ol style="list-style-type: none"> <li>Establish a CFOS Committee</li> <li>Prepare &amp; publish a "Report on Scouting" that can be given to businesses and other CFOS prospects</li> <li>Identify list of CFOS prospects; collect contact info               <ol style="list-style-type: none"> <li>Community trusts and service organizations are good targets, too</li> </ol> </li> <li>Distribute reports &amp; old copies of Scout Life to prospects; solicit donations</li> </ol>	<ul style="list-style-type: none"> <li>CFOS raises \$75k+ per year</li> </ul>



***Initiative: Establish a stewardship program for individual donors and affinity groups that cultivates them to higher levels of contribution***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Define donor tiers and associated engagement levels</b> (John Bienko)	<ul style="list-style-type: none"> <li>Silver Merit Society has defined giving levels and limited, inconsistently delivered activities</li> <li>Staff divides top 150 donors among them for personal outreach</li> </ul>	<ol style="list-style-type: none"> <li>Establish a sub-team to develop a new stewardship model</li> <li>Define specific donor levels and related benefits – recognition awards, special communications, event access, etc.</li> <li>Create a programmatic approach to connecting regularly with donors commensurate with the tier</li> </ol>	<ul style="list-style-type: none"> <li>Well-defined pyramid structure defining donor levels and related benefits</li> <li>Donors feel personally engaged in NEIC and see benefits of moving to higher tiers</li> <li>Expanded donor base</li> </ul>
<b>Build relationships with affinity groups</b> (Ron Peterson in coordination with Baldwin, Sesterhenn, Fardoux)	<ul style="list-style-type: none"> <li>Key affinity groups: WES, MAA, NESA, APO</li> <li>Good relationships w. WES &amp; MAA</li> <li>NESA not active now; no real relationship w. APO</li> <li>Sense that NEIC has some info on a lot of prospects that we're not currently reaching</li> <li>Limited to no contact with parents post aging out</li> </ul>	<ol style="list-style-type: none"> <li>Identify NESA and APO people in our service area</li> <li>Talk to BSA about how to approach APO</li> <li>Contact them</li> <li>Identify unaffiliated groups for outreach that would be receptive to Scouting's message</li> <li>Identify a council-wide service project like Scouting for Food to build goodwill and a positive story</li> </ol>	<ul style="list-style-type: none"> <li>Annual social event for NESA</li> <li>Annual social event for APO students &amp; alumni in the area</li> <li>By 2026, establish an Affinity subcommittee as part of DevCom</li> <li>Consider hiring an intern or part-timer to dig for prospects</li> <li>Expanded donor base</li> </ul>
<b>Improve Development contact list</b> (Ron Peterson & Development staff)	<ul style="list-style-type: none"> <li>Blackbaud is sophisticated but hard to use</li> <li>Desperately needs 'de-duplication' solution that BSA has undertaken (but failed) to deliver</li> <li>Important to connect IDs of affiliated donors</li> <li>More staff resources would be useful</li> </ul>	<ol style="list-style-type: none"> <li>National needs to deliver on de-duplication product</li> <li>Need a wide-ranging discussion of how to do this</li> <li>Need more staff resources</li> <li>Need to set internal priorities on which donors deserve most focus</li> </ol>	<ul style="list-style-type: none"> <li>Comprehensive and clean source of contact information</li> <li>Routine maintenance conducted to keep list accurate</li> <li>Data easily accessed and leveraged to target unique sets of donors</li> </ul>



***Initiative: Establish a stewardship program for individual donors and affinity groups that cultivates them to higher levels of contribution (cont.)***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Establish a planned giving program</b> (Owner TBD)	<ul style="list-style-type: none"> <li>Currently we don't actively solicit planned gifts and don't have a set of tools to enable this</li> <li>Selectively, some donors have established planned gifts, but this has been independent of any Council initiative</li> </ul>	<ol style="list-style-type: none"> <li>Commission a team to take ownership of the program design</li> <li>Benchmark how other councils and nonprofit organizations structure their planned giving program</li> <li>Develop the components of the NEIC planned giving program, with an emphasis on resources to be provided and methods of communication</li> <li>Incorporate planned giving discussions into conversations with top or sustained donors as well as presentations focused on NEIC giving options</li> </ol>	<ul style="list-style-type: none"> <li>Planned giving program is clearly structured and well communicated to our donor base.</li> <li>Several initial gifts have been pledged, with a few being received</li> </ul>





***Initiative: Complete the Today. Tomorrow. Together. campaign, including both quiet and public phases, having raised \$6M+***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Finish Quiet Phase of T.T.T. Campaign</b> (Ken Morrison)	<ul style="list-style-type: none"> <li>About 95 Quiet Phase prospects (“QPPs”) now</li> <li>About 50 initial QPPs have been removed</li> <li>Six volunteers and 2 staff members on T.T.T. Quiet Phase steering committee</li> </ul>	<ol style="list-style-type: none"> <li>Reach out to QPPs to schedule briefings</li> <li>If a prospect is not likely to agree to a briefing, move them out of QPP status</li> <li>To “work” a QPP fully, need to hold a briefing and then obtain a gift or learn that QPP won’t give</li> <li>If a prospect is not likely to agree to a briefing, move them out of QPP status</li> </ol>	<p>By September 17, 2025:</p> <ul style="list-style-type: none"> <li>100% EB participation</li> </ul> <p>By start of public phase:</p> <ul style="list-style-type: none"> <li>Work 75% of QPPs</li> <li>Raise at least \$5.1 million</li> </ul> <p>Future state:</p> <ul style="list-style-type: none"> <li>Finish individual solicitations of remaining Quiet Phase prospects</li> </ul>
<b>Prepare &amp; execute dynamic plans for T.T.T. Public Phase</b> (Rick Gallagher, Steve Sesterhenn)	<ul style="list-style-type: none"> <li>Public phase is a totally different sort of campaign</li> <li>No models within NEIC</li> </ul>	<ol style="list-style-type: none"> <li>Fill out the Public Phase Committee</li> <li>Develop and promulgate messages to business community</li> <li>Develop compelling theme for campaign: “Why I Scout”</li> <li>Find former Scouts and families</li> <li>Ascertain communication strategies that will be effective – possibilities are earned media, purchased media, digital ads, etc.</li> <li>Determine how much we can spend on ads</li> <li>Assess needs for resources to support plan, especially for marketing &amp; communications</li> </ol>	<ul style="list-style-type: none"> <li>Raise \$1,000,000 by EOY 2028</li> </ul>



***Initiative: Build a sustainable approach to engaging institutional funders, increasing our grant contributions to \$200k and beyond***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Build relationships with institutional funders (“Funders”)</b> (Owner TBD)	<ul style="list-style-type: none"> <li>Funders=corp. charitable arms, trusts &amp; foundations</li> <li>Funder support has grown, but much upside still</li> <li>Funders want proof of effectiveness of funding</li> <li>Funder relationship-building takes time</li> </ul>	<ol style="list-style-type: none"> <li>Establish a list of funders in our area; examine 990s for nearby councils</li> <li>Establish a team, potentially including outside support, that can develop relationships with funders and soliciting their support</li> <li>Create supporting tools and materials to support funder interactions and grant development</li> </ol>	<ul style="list-style-type: none"> <li>NEIC raises \$200k+ from institutional funders annually</li> <li>Established relationships with major funders</li> </ul>

***Initiative: Increase participation in Product Sales to achieve \$320k+ net annually***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Increase participation in and level of product sales</b> (Cody Romano)	<ul style="list-style-type: none"> <li>Popcorn sales net ~\$250k+ for NEIC annually, with additional funds going to selling units</li> <li>Units have incentive to participate due to commissions, but still only a portion participate</li> <li>High visibility activity that drives awareness of Scouting in the community annually</li> <li>There is some market fatigue with the product and the price point</li> </ul>	<ol style="list-style-type: none"> <li>Determine ways to energize further participation in popcorn sales among units and individuals</li> <li>Explore creative ways to sell popcorn outside of the current selling channels throughout the year</li> <li>Evaluate alternative products for expansion, either alongside popcorn or at alternative times of the year</li> </ol>	<ul style="list-style-type: none"> <li>Product sales raise \$320k+ for NEIC annually</li> </ul>



***Initiative: Evaluate our current events strategy and select events to conduct that are productive, attract a diverse set of participants, and further NEIC's goals***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Establish an effective array of targeted special events</b> (John Bienko)	<ul style="list-style-type: none"> <li>• NEIC runs 4 special events each year, generating net funds of \$450k+</li> <li>• GSD is a high yielding event requiring much work</li> <li>• Others are a lot of work, but raise much less \$\$</li> <li>• The events are not clearly targeted towards identifiable segments, leading to significant participation overlap and donor fatigue</li> <li>• Board engagement in some events recently has been flagging, and some have not had a volunteer event chair</li> </ul>	<ol style="list-style-type: none"> <li>1. Estimate the ROI for each event, factoring in direct and indirect (e.g., staff &amp; volunteer time) costs to determine profitability</li> <li>2. Evaluate pricing for all special events, with an eye toward goal of growing our supporter network</li> <li>3. Rethink the targeting and associated branding of events to appeal to specific participant groups</li> <li>4. Identify additional target groups and design events that will be engaging to them</li> <li>5. Assess ways to produce events that require less preparation</li> <li>6. Consider requiring EB board members – or new members - to sit on event committees</li> </ol>	<ul style="list-style-type: none"> <li>• Each events is financially successful when considering fully loaded costs</li> <li>• Events feel tailored towards specific groups, so not everyone feels they need to participate in everything</li> <li>• There is enthusiasm for the events from the target groups and independent demand from participants</li> <li>• NEIC raises \$550k+ from events</li> </ul>



***Initiative: Participate in Scouting America safety culture, support diversity initiatives, and productively engage with units***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Establish safety culture for Development Functions</b> (Ken Morrison)	<ul style="list-style-type: none"> <li>Currently, no acknowledgment of safety as a priority in Development meetings, campaigns, special events marketing, donor newsletters, etc.</li> </ul>	<ol style="list-style-type: none"> <li>Identify safety topics related to Development Functions (e.g., check fraud, online scams, highly concentrated investments, drinking and driving)</li> <li>Implement safety moments as part of agenda/script for all Development functions</li> <li>Share safety moments and stories with donors at events in order to educate them on Scouting America's safety culture.</li> </ol>	<ul style="list-style-type: none"> <li>Safety topics are routinely addressed as part of Development Functions</li> </ul>
<b>Grow Discover Scouts Program</b> (Ken Morrison)	<ul style="list-style-type: none"> <li>A funding source providing \$25K/yr to Discover Scouts will go away after 2026</li> </ul>	<ol style="list-style-type: none"> <li>Grow Acorn Fund via T.T.T. campaign</li> <li>Assess whether we should more clearly align WMY breakfast proceeds to Discover Scouts</li> </ol>	<ul style="list-style-type: none"> <li>Grow Acorn Fund to \$1.2MM by YE 28</li> </ul>
<b>Raise funding for improved accessibility at camps</b> (Owner TBD)	<ul style="list-style-type: none"> <li>Zaleski &amp; Holstein gifts have made a lot of funding available at MSR</li> <li>FPG needs to find accessibility projects for Crown</li> </ul>	<ol style="list-style-type: none"> <li>Find foundations that make grants available for this purpose</li> <li>Most such grants would require NEIC to fund 20% of cost from other sources</li> <li>Promote accessibility projects to prospective TTT donors</li> </ol>	<ul style="list-style-type: none"> <li>\$100k in accessibility projects funded 2025-2028</li> </ul>



***Initiative: Participate in Scouting America safety culture, support diversity initiatives, and productively engage with units (cont.)***

Key Action (Owner)	Baseline conditions	Detailed Actions in sequence	Future State: by 2028
<b>Utilize Spanish language outreach</b> (Ken Morrison)	<ul style="list-style-type: none"> <li>• Popcorn – translated the “take order” form for P663; it was a huge success</li> <li>• Leverage AI tools for translation</li> </ul>	<ol style="list-style-type: none"> <li>1. Evaluate need for &amp; benefit of Spanish language communications</li> <li>2. Evaluate effort required to produce Span. communications</li> <li>3. Evaluate most pressing comms to translate</li> </ol>	<ul style="list-style-type: none"> <li>• Select event marketing and special campaign notifications available in Spanish</li> </ul>
<b>Find ways to interact more with units</b> (Owner TBD)	<ul style="list-style-type: none"> <li>• Development interactions with units at present primarily focus on Popcorn and FFOS</li> <li>• A significant percentage of units don’t participate in one or both of these</li> <li>• While popcorn provides direct funding to units, units often don’t see the benefits of participating in FFOS, as most of the funds raised are for Council.</li> </ul>	<ol style="list-style-type: none"> <li>1. Engage with volunteers and staff from all planning groups in coordinated approach to unit outreach</li> <li>2. Establish a new positioning for FFOS that appeals to units and results in higher levels of participation</li> <li>3. Evaluate option of contributing some portion of FFOS funds raised back to the units based on their giving levels or alternatively providing other incentives</li> <li>4. Identify ways to expand unit engagement in popcorn – or other product – sales, including a potential reassessment of the incentives provided</li> </ol>	<ul style="list-style-type: none"> <li>• Ongoing dialogue established between Development and units</li> <li>• Units understand the value of fundraising activities and endorse with their members and families</li> </ul>



## Appendix 5: Communications



## Committee Members

### Staff

Nick Roberts, Scout Executive/  
CEO

Kasondra Van Treeck, Director  
of Communications

### Volunteers

Allison Waggoner, Chair

Ryan Bond

Tom MacFadden

Matt Morgan

Other Volunteers as  
appropriate to initiatives

## Main Priority: Improve our image and brand awareness & increase engagement with our members

Additional priorities:

- Modernize communication channels, tools and processes
- Serve communication needs of all functions  
-Membership, Development, Program, Unit Service

Shared priorities:

- Start with safety always
- Increase diversity to match our served communities
- Reduce administrative overhead for stakeholders
- Improve service delivery between Council and Units

## Critical, Additional Outcomes

- Establish and improve Net Promoter Score
- Improve brand awareness
- Increase member & family engagement
- Modernize communication infrastructure
- Support Council priorities
- Create one voice for all functional areas (vs silos)

**Key Metrics** – See next slide

## Challenges to Address

### 1. Limited Staff Capacity

Only one FTE + a few volunteers covering all channels, campaigns, and requests.  
Risk of burnout and inability to deliver consistently.

### 2. Reactive vs. Strategic

Constantly responding to “urgent” requests may push out long-term initiatives (brand, storytelling, digital modernization, website).

### 3. Outdated Tools/Processes

Legacy website, email platforms, or scattered social accounts take more time than they should or are not updated. Lack of templates means reinventing materials each time.

### 4. Competing Priorities

Membership, fundraising, events, training, program promotion — all want communications support at once. Hard to decide what gets top billing.

### 5. Need for Specialized Skills

Modern communications often require design, video, analytics, PR/media expertise — tough to cover with 1–2 people.



## Key Metric Options

**Communications provides a support role for Development, Programs, Membership and Unit Service. As such, we are there to support their key outcomes as measured by:**

- Membership growth and diversity goals, Makajawan attendance, trained volunteer leaders, net funds contributed to the annual operating budget and the Today. Together. Tomorrow. Campaign

**Implement** a new website for [www.neic.org](http://www.neic.org) by January 2026.

**Positive improvement in National Net Promoter Score**

**Monitor Membership Engagement to ensure above industry standard open rates**

- Email open/click-through rates
- Event Registrations vs. attendance
- Volunteer and parent survey feedback on communications

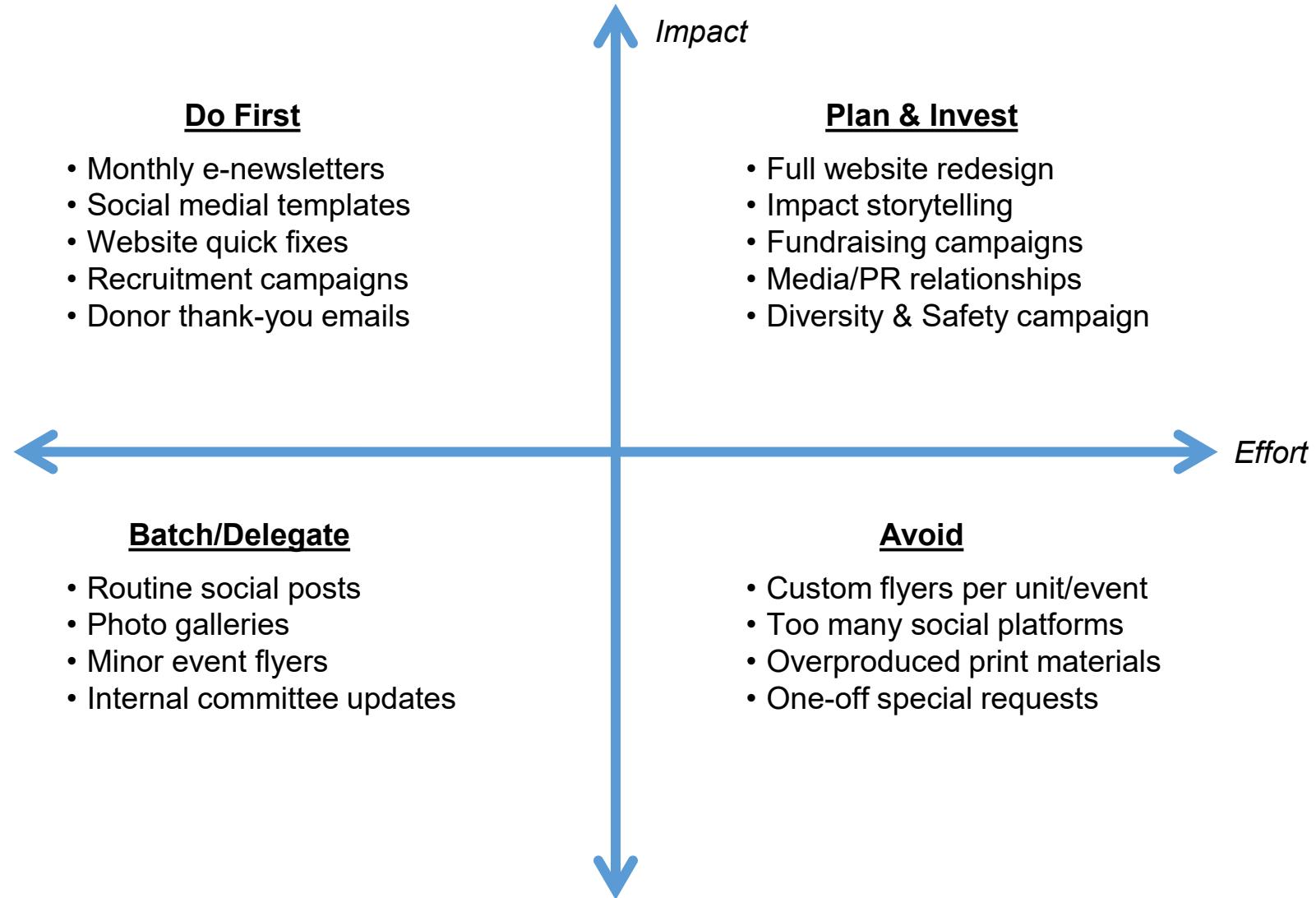
**Community Image & Reach**

- Track Social Media Engagement: reach, shares,
- Monitor Website traffic
- Monitor Google ad engagement





# Communications Prioritization Matrix





# Action Plans to Modernize existing communication channels

Key Action	Baseline conditions	Detailed Actions in sequence / Owners	Future State: by 2028
<b>Linked In</b>	<ul style="list-style-type: none"> <li>We have an inactive account</li> <li>533 Followers</li> <li>Last post was 5 months ago</li> <li>No Strategy for how to use LI</li> <li>No clear idea who has access to post</li> </ul>	<ol style="list-style-type: none"> <li>Develop a Linked In Strategy</li> <li>Find someone to own and execute the Linked In Strategy</li> </ol>	<ul style="list-style-type: none"> <li>Have a solid LI Strategy</li> <li>Increased postings and Engagement with the community</li> <li>Increase Followers to 750</li> <li>Someone executing the strategy</li> </ul>
<b>YouTube</b>	<ul style="list-style-type: none"> <li>Outdated Playlists &amp; Videos</li> <li>183 subscribers – need to grow subscribers</li> <li>70 videos – need to have/create compelling content</li> <li>Place to store videos for access by website, newsletters, etc.</li> <li>No clear strategy for YouTube</li> <li>No clear idea who has access to post</li> </ul>	<ol style="list-style-type: none"> <li>Develop a YouTube Strategy which might include: <ul style="list-style-type: none"> <li>Develop channels and playlist (such as Cub Scouts, Scouts BSA, Camping, Recruitment, Special Events , etc.) and organize existing videos into the new channels</li> <li>Determine new video needs</li> <li>Utilize videos in other messaging channels</li> <li>Posting schedule</li> </ul> </li> <li>Find someone to own and execute the YouTube Strategy</li> </ol>	<ul style="list-style-type: none"> <li>Have a solid YouTube Strategy</li> <li>Continued New Content and ongoing organization of material to support other channels of communication</li> <li>Increase followers 183 to 300</li> <li>Have someone executing the strategy</li> </ul>
<b>Instagram (and MSR Instagram)</b>	<ul style="list-style-type: none"> <li>689 Followers Likes but very few comments</li> <li>No clear strategy for Instagram although we are making regular posts and seeing organic growth</li> <li>No clear idea who has access to post</li> </ul>	<ol style="list-style-type: none"> <li>Develop an Instagram Strategy</li> <li>Identify owner and users/resources to own and execute strategy</li> <li>Identify overlap /coordination with MSR Instagram</li> </ol>	<ul style="list-style-type: none"> <li>Have a solid Instagram Strategy</li> <li>Increase followers from 689 to 1000</li> <li>Have someone executing the strategy</li> <li>Increase engagement with the members</li> </ul>
<b>Facebook (and MSR Facebook)</b>	<ul style="list-style-type: none"> <li>3.5 K Followers</li> <li>Reactive Strategy vs proactive but we do our best posting on Facebook</li> </ul>	<ol style="list-style-type: none"> <li>Develop a Facebook Strategy</li> <li>Identify owner and users/resources to own and execute strategy</li> <li>Identify overlap/coordination with MSR Facebook</li> </ol>	<ul style="list-style-type: none"> <li>Have a solid Strategy</li> <li>Increase followers from 3.5K to 5K</li> <li>Have someone consistently executing</li> <li>Increase engagement with the members</li> </ul>



# Action Plans to Modernize existing communication channels

Key Action	Baseline conditions	Detailed Actions in sequence / Owners	Future State: by 2028
<b>Mail Chimp Mass Email</b>	<ul style="list-style-type: none"> <li>• Effective Mass Email Tool but email addresses are a problem – major clean up needed of email database</li> <li>• Changing email address from beascout.org</li> <li>• Typos in email addresses</li> <li>• Opt in process not working</li> <li>• Limited to number of email addresses by pricing plan</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop a plan to clean up and maintain email addresses for members and community supporters that allows us to stay within our paid plan</li> <li>2. Develop a consistent communication plan for email content</li> <li>3. Evaluate newsletter format and audiences</li> </ol>	<ul style="list-style-type: none"> <li>• Increase open rates</li> <li>• Increase Click throughs</li> <li>• Increase responses to content</li> </ul>
<b>Website Redo</b>	<ul style="list-style-type: none"> <li>• Website is lacking content</li> <li>• Website user interface is poor</li> <li>• Very difficult to update/maintain</li> <li>• No SEO functionality</li> </ul>	<ol style="list-style-type: none"> <li>1. RFP awarded April 1<sup>st</sup>.</li> <li>2. Recruitment Microsite launched August 13<sup>th</sup> with new CRM called RAMP. Launching with Google grant which has been approved but not accessible yet.</li> <li>3. MSR portion to launch next – Goal is mid September</li> <li>4. Final Website 12/31</li> </ol>	<ul style="list-style-type: none"> <li>• Improved communication to audiences</li> <li>• Improve Scouting Awareness</li> <li>• Increased engagement in events</li> <li>• Recruit more new scout families through microsite</li> <li>• Improve Branding</li> </ul>
<b>Evaluate GiveSmart</b>	<ul style="list-style-type: none"> <li>• Design capabilities are limiting</li> <li>• GiveSmart pages are not searchable on the website</li> <li>• Financial data has to be entered twice</li> </ul>	<ol style="list-style-type: none"> <li>1. On hold as a new system is being rolled out by National in late 2025/2026. No cost. Seamless with Blackbaud.</li> <li>2. Evaluate new system when it comes out.</li> <li>3. New Website will move the data from GS to the Website.</li> </ol>	<ul style="list-style-type: none"> <li>• Increase searchability of fundraising event data</li> <li>• Increase SEO</li> </ul>
<b>Evaluate Black Pug Calendaring &amp; Program Registration</b>	<ul style="list-style-type: none"> <li>• Current system has poor UI/UX</li> <li>• Registration can be complicated</li> <li>• You have to watch videos to figure out how to use things – it is not intuitive – ex: parent portal</li> <li>• Seamless with other systems</li> <li>• Solid work horse; we can put our events on other council's calendars that are on Black Pug</li> </ul>	<ol style="list-style-type: none"> <li>1. Determine what information should be on website vs. Black Pug</li> </ol>	<ul style="list-style-type: none"> <li>• Easier to find information</li> <li>• Better UI/UX.</li> </ul>



## Action Plans to Create new communication channels

Key Action	Baseline conditions	Detailed Actions in sequence / Owners	Future State: by 2028
<b>Create a Text Communication Channel</b>	<ul style="list-style-type: none"> <li>Currently we don't have a text to parents/ text to leader strategy or tool</li> <li>Simply Texting – \$1200 a year (819 budget - year-round recruiting)</li> </ul>	<ol style="list-style-type: none"> <li>Evaluate situations that we would use a text to tool and determine if we think there is a benefit to investing in a text to tool</li> <li>If there is a benefit, evaluate potential tools</li> <li>Create a text to strategy and plan document</li> </ol>	<ul style="list-style-type: none"> <li>Make a decision on whether or not we need a text tool. Implement if yes.</li> </ul>
<b>Evaluate additional social media platforms</b>	<ul style="list-style-type: none"> <li>There are other social media platforms that one team member would like to explore. Twitch, Discord, Reddit, Tik-Tok, BeReal, Snapchat</li> </ul>	<ol style="list-style-type: none"> <li>Evaluate each platform and its audience.</li> <li>Determine if there is a use to help achieve Scouting America goals</li> <li>Evaluate linking with district and unit level social media accounts to increase messaging to families</li> </ol>	<ul style="list-style-type: none"> <li>Make a decision on whether or not we implement other social media platforms</li> </ul>



# Action Plans to Modernize Existing Processes

Key Action	Baseline conditions	Detailed Actions in sequence / Owners	Future State: by 2028
<b>Develop a central repository for digital media content</b>	<ul style="list-style-type: none"> <li>• From 2024 and back, photos were loaded to flicker but there was no organization or curation</li> <li>• In 2025, pictures are everywhere and it is difficult to find images for use in marketing pieces</li> <li>• For summer camp MSR, we created a Google folder with specific sub-folders and that helped with camp pictures.</li> </ul>	<ol style="list-style-type: none"> <li>1. Determine a central place and organizational structure where digital media can be uploaded and downloaded by volunteers, staff and others.</li> <li>2. Develop a photo naming strategy to make it easy to search on things.</li> </ol>	<ul style="list-style-type: none"> <li>• Easy place to go look and find relevant photos for web, for social media, for newsletters, etc.</li> </ul>
<b>Re-implement the communication service request process</b>	<ul style="list-style-type: none"> <li>• Volunteers, staff and members currently submit requests for communications support in a random ways.</li> <li>• Many don't know how to request support.</li> <li>• Many don't understand what to ask for. We don't clearly utilize a streamlined service request.</li> </ul>	<ol style="list-style-type: none"> <li>1. Re-evaluate the CSR process that was used 18 months ago.</li> <li>2. Develop a strategy for handling CSR's.</li> </ol>	<ul style="list-style-type: none"> <li>• Very defined process for requesting communications support, how it will get done, by when and by who.</li> </ul>



Key Action	Baseline conditions	Detailed Actions in sequence / Owners	Future State: by 2028
<b>E-Newsletters</b>	<ul style="list-style-type: none"> <li>• Monthly Unit Leader Newsletter</li> <li>• Monthly Parent Newsletter</li> <li>• Quarterly Supporter Newsletter which includes donor thank you</li> </ul>	<ol style="list-style-type: none"> <li>1. Continue to update/refine/produce existing newsletters based on key metric data (opens, click throughs, member feedback through survey tools, etc.)</li> <li>2. Consider a “periodic” training newsletter to promote training activities and their importance</li> </ol>	<ul style="list-style-type: none"> <li>• Membership relies on information that is communicated and finds it to be a reliable source of council information</li> <li>• Open rates and click through rates remain at or above industry averages</li> </ul>
<b>Website(s)</b>	<ul style="list-style-type: none"> <li>• Websites do not have current information or clear content</li> <li>• Not clear who maintains or makes quick fixes</li> <li>• No clear branding</li> <li>• ETC.</li> </ul>	<ol style="list-style-type: none"> <li>1. Launch new websites in late 2025/early 2026</li> <li>2. Determine process and plan for maintenance</li> <li>3. Determine process for staff, leaders, volunteers to request updates</li> <li>4. Define clearly what is website, what is Black Pug and what is GiveSmart (or alternative tool) and who makes updates</li> <li>5. Develop training around these actions</li> </ol>	<ul style="list-style-type: none"> <li>• Well maintained website with increased engagement, longer page time and easy to find information</li> </ul>
<b>Recruitment-Membership</b>	<ul style="list-style-type: none"> <li>• Need a way to support units with potential leads</li> </ul>	<ol style="list-style-type: none"> <li>1. Launch recruitment microsite</li> <li>2. Promote recruitment microsite through Google ads, Facebook ads, and SEO</li> <li>3. Implement, train and use New CRM tool to manage Recruiting leads</li> <li>4. Add local recruitment meetings to website calendar in 2026</li> </ol>	<ul style="list-style-type: none"> <li>• Launched microsite August 13, 2025</li> <li>• Increase recruitment leads in 2026, 2027</li> <li>• Increased communication with leads</li> </ul>
<b>Fundraising Events</b>	<ul style="list-style-type: none"> <li>• Currently 1 FTE spends approximately 50% of time on supporting special events through creation of branding, invitations, programs, paddles, signage, table tents, nametags, ppt shows, AV support, etc.</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop a strategy to offload some of the work for development events to volunteers and / or other staff or</li> <li>2. Determine what other communications work can be offloaded to support this commitment or</li> <li>3. Work more efficiently or</li> <li>4. Hire more people or</li> <li>5. Reduce the number of development events</li> </ol>	<ul style="list-style-type: none"> <li>• Less time spent on development projects and more time on key strategic initiatives</li> </ul>



Key Action	Baseline conditions	Detailed Actions in sequence / Owners	Future State: by 2028
<b>Storytelling Campaign</b>	<ul style="list-style-type: none"> <li>• We don't have a way of collecting Scouting Stories</li> <li>• Unit leaders don't typically submit stories</li> <li>• Not clear where to submit stories</li> <li>• We have limited bandwidth to go out to the field</li> <li>• Need to train others to help with this</li> </ul>	<ol style="list-style-type: none"> <li>1. Need to develop a campaign plan to collect stories. What incentives can we create for people to share their stories? How do we create a culture of sharing cool stories?</li> </ol>	<ul style="list-style-type: none"> <li>• Have an ongoing pipeline of Scout stories that can be use in social media, newsletters, public venues, special events, etc.</li> </ul>
<b>Meta Facebook/ Insta Ad Strategy</b>	<ul style="list-style-type: none"> <li>• Each unit has \$ for recruitment</li> <li>• Content produced by national</li> <li>• Not a coordinated, branded, NEIC effort. Using National content</li> <li>• Not used for anything else except recruitment</li> <li>• \$8K budget for recruiting</li> </ul>	<ol style="list-style-type: none"> <li>1. Evaluate effectiveness of Meta Ads</li> <li>2. Determine if additional ads could be warranted</li> <li>3. Develop a plan included budget and desired outcome</li> </ol>	<ul style="list-style-type: none"> <li>• Have an effective Meta Ad strategy</li> </ul>
<b>Google Grant Ads</b>	<ul style="list-style-type: none"> <li>• We do not run Google ads</li> </ul>	<ol style="list-style-type: none"> <li>1. Apply for Google grant</li> <li>2. Engage consultant to manage the Google grants ads for membership recruitment</li> <li>3. Identify other areas where we could use the grant (summer camp, etc.)</li> </ol>	<ul style="list-style-type: none"> <li>• Maintain free ad status</li> <li>• Increased scouting leads to NEIC</li> </ul>