





Our council enjoys a well-earned reputation as a Council of Quality. Through an outstanding program, our youth are experiencing Scouting in ever-increasing numbers.

To ensure that our Scouts continue to receive a strong, values-based program, our Long-Range Planning Committee spent countless hours analyzing data and looking over facilities to create a vision of what the Heart of America Council must address and implement during the next five years.

The committee covered all facets of our Scouting program. The analyses and recommendations contained in this report project continued growth in youth membership and quality programs, a strong financial base, and steadfast support by our Executive Board and volunteer leaders to guarantee the excellence in Scouting for which the Heart of America Council is known.

It is our honor and privilege to lead this effort and we wish to express our deep and sincere appreciation to all who served on the Long-Range Planning Committee.

Yours in Scouting,



Terry K. Miller  
*Council President*



Michael Merriman  
*Long-Range  
Planning Chairman*



Clifford W. Illig  
*Immediate-Past  
Council President*



Timothy C. Bugg  
*Scout Executive*

A long-range plan for local Boy Scout Councils is encouraged by the National Council of the Boy Scouts of America and required for the National Quality Council Award. Our last long-range plan was written in 2000, so it is time again for a thorough, critical review of our operations.

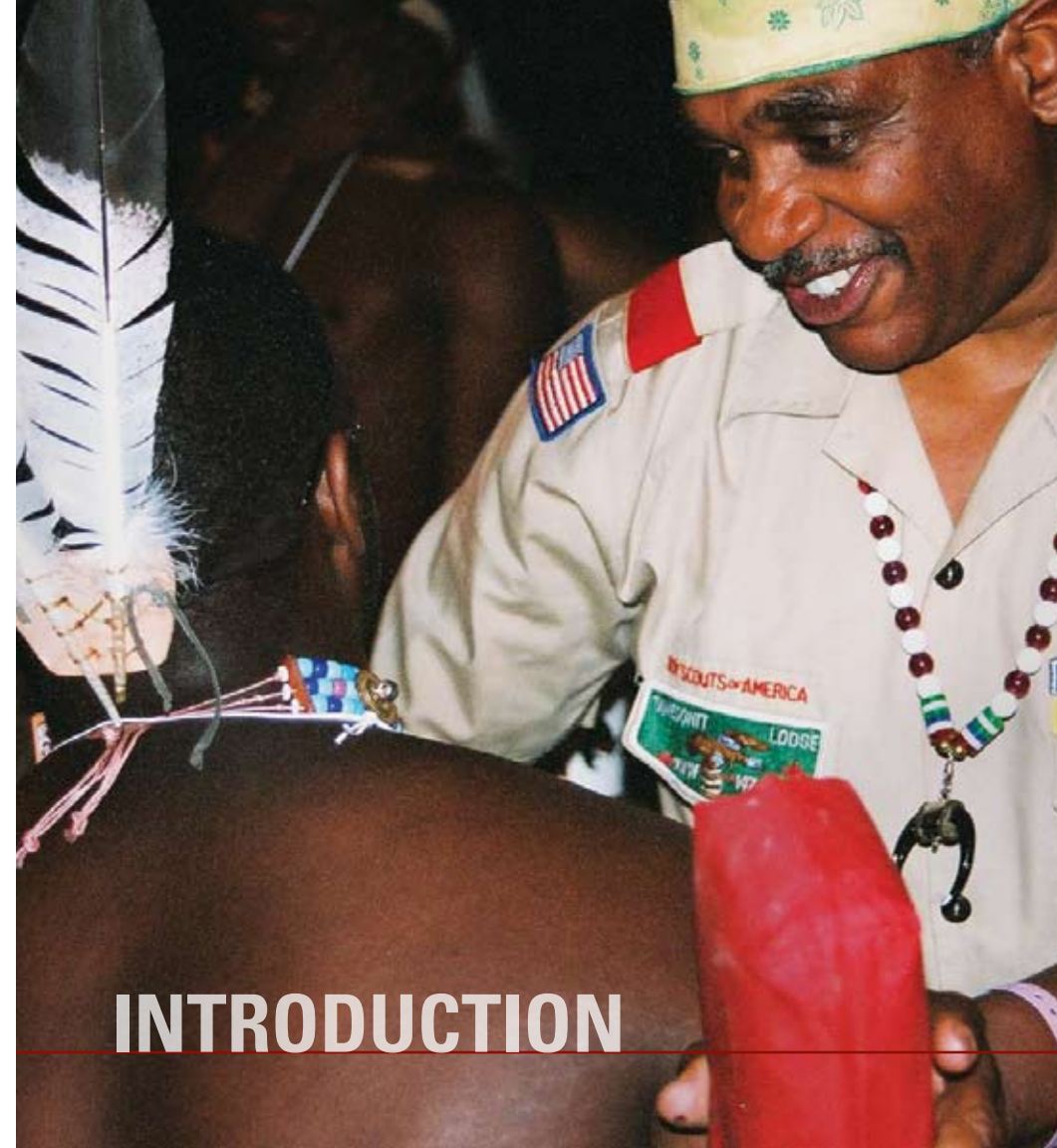
The Heart of America Council is fulfilling its mission well and has been recognized locally and nationally for its achievements. Nevertheless, the council's leadership has recognized that to continue to meet the needs of young people in our communities, we must address our strengths and weaknesses. Only with a proper understanding and perspective of both can we truly build on our strengths to meet the challenges of the future.

Each local council follows a series of benchmarks established by the National Council of the Boy Scouts of America. These benchmarks are a set of critical planning issues that require local councils to plan to meet their future needs. These are the issues that are addressed in this strategic plan.

A proper long-range plan offers many benefits to the organization. These include:

- Sharing with community leaders what we know we will do to meet future community needs.
- Reminding members of where we are going and how we plan to get there.
- Promoting proactive reform rather than reactionary responses.
- Building teamwork.
- Stimulating improvements in administrative structure and defining jobs.

What follows is our map into the future.



# INTRODUCTION

**MEMBERSHIP**  
4-7

**PROGRAM**  
8-11

**ORGANIZATION  
AND LEADERSHIP**  
12-17

**PROPERTIES**  
18-21

**MARKETING**  
22-25

**FINANCE  
DEVELOPMENT**  
26-29

**COMMITTEES**  
30-32



## MEMBERSHIP

Membership is, to put it simply, “the business we are in” in the Boy Scouts of America. The success of our program is largely measured in the community by the number of youth that we serve. Recruiting must be a year-round effort. Volunteer leadership and our council’s professionals all must be involved in the process. However, attracting new youth to Scouting is only one facet of the challenge. Keeping them involved by delivering an outstanding Scouting experience at all levels is paramount.

## Findings

- Our council is currently serving 15.3% of the available Scout-aged youth in our territory compared to the national average of 10.9%. The established national standard is 15.5%.
- The number of available Scout-aged youth in our council service area will increase by 2.9% over the next five years.
- We believe the strength of our program, the quality of our volunteer organization, as well as our professional organization positions our council to exceed the national standard and increase our market share over the next five years.
- In the prior three years, our council had experienced a decrease in the number of Cub Scouts served. An aggressive, well-executed School Night program increased total Cub Scouts by 566 in 2006.
- Growth in Cub Scouting membership, especially Tiger Cubs (first-grade boys), continues to be the foundation for growth in all of our traditional programs.
- A stronger focus on retention as well as recruiting is required to improve our density, or market share. Key factors in retention include trained leaders, quality programs at all levels, and effective transitioning of boys from one phase of Scouting to the next (i.e., Tigers to Cubs, Cubs to Webelos, Webelos to Boy Scouts, and Boy Scouts to Venturers).

Membership Growth Projections

	2005	2006	2007	2008	2009	2010	2011	Total
<b>TAY</b>	213,701	209,958	211,184	212,410	213,636	214,862	216,086	2.92%
%Members to TAY	14.70%	15.26%	15.62%	15.94%	16.29%	16.62%	16.95%	
<b>Total Members</b>	31,468	32,034	32,995	33,860	34,807	35,706	36,622	
Inc / % inc	-1,646 / -5.03%	566 / 1.80%	961 / 3.00%	865 / 2.62%	947 / 2.80%	899 / 2.58%	916 / 2.57%	4,588 / 14.32%
<b>Cub Scouts</b>	18,116	18,682	19,242	19,694	20,214	20,672	21,083	
Inc / % inc	-1,243 / -6.42%	566 / 3.12%	560 / 3.00%	452 / 2.35%	520 / 2.64%	458 / 2.27%	411 / 1.99%	2,401 / 12.85%
<b>Boy Scouts</b>	11,364	11,151	11,437	11,734	12,039	12,352	12,723	
Inc / % inc	-283 / -2.43%	-213 / -1.87%	286 / 2.56%	297 / 2.60%	305 / 2.60%	313 / 2.60%	371 / 3.00%	1,572 / 14.10%
<b>Venturers</b>	1,988	2,201	2,316	2,432	2,554	2,682	2,816	
Inc / % inc	-120 / -5.69%	213 / 10.71%	115 / 5.22%	116 / 5.01%	122 / 5.02%	128 / 5.01%	134 / 5.00%	615 / 27.94%

## Recommendations

- Our council should strive to add a net total of 4,600 traditional youth served by 2011. This ambitious but achievable goal would increase our traditional youth density 1.7 points to 17.0% by 2011. To accomplish this, our registered traditional membership will need to increase by 14.3% over the five-year period or between 2% and 3% each year.
- We should increase the attention given to the different transition stages to ensure that every Scout is invited and encouraged to move to the next phase of his Scouting experience.
- Plan to increase our focus on adding Exploring posts and participants to the council's Learning for Life program. Strive to net 1,000 new Exploring participants by 2011.
- Each year implement one major membership initiative that will contribute to growth:

2007—Improve upon the new School Night plan. We will need to ensure that every pack has at least one Tiger Cub den; establish new packs, troops, and/or crews at every new school, community organization, and faith-based organization in the council's service area; and implement the new Centennial Quality Awards program.

2008—Conduct a council-wide spring recruitment campaign. In addition, achieve better programming and market share in rural and low-income areas.

2009—Expand Exploring programming, support, and membership. Also, improve our Urban Scouting focus that includes traditional membership as well as classroom-based Learning for Life character education.

2010—Expand ScoutReach programming, support, and membership. Also, focus on strong commissioner service and improved unit health.

2011—Expand Venturing programming, support, and membership. In addition, implement a new council-wide mentoring program to assist new and/or weaker units.





## PROGRAM

Program is the “fun” side of Scouting. It is not only the reason our region’s youth join Scouting, but also is the major determining factor in how long they stay. Activities, training, outdoor camping, and advancement are among the key components of a quality Scouting program. Much time and energy is spent by volunteers and parents to ensure that these aspects of Scouting keep running smoothly and that our council is “delivering on the promise.”

### Findings

- Our council ranks at or above the national standard, and well above the national average, in most quality measurement areas, including:
  - Direct Contact Leaders Trained: national standard - 40.0%; HOAC - 40.0%
  - Cub Scout Camping: national standard - 50.0%; HOAC - 67.3%
  - Boy Scout Camping: national standard - 67.0%; HOAC - 75.5%
- Program excellence, with results delivered well above the national standard, is a reasonable goal in all key program areas of our council.
- Even considering our current above-standard performance, we recognize many opportunities to improve further. Our focus should be on steadily and persistently enhancing the quality of all of our programs so that they make an even greater impact on each Scout and the Scouting experience we deliver.
- Poor programs at any level (unit, district, council) have a direct negative impact on youth membership retention, which in turn threatens our overall membership goals.
- We have identified weaknesses in our program measurement systems that impede our ability to track the results of our program delivery and the impact of the improvements we are implementing.
- We believe that we need to improve our approach to managing the accountability of the council's volunteer leaders at all levels.
- Communications need to be improved at all levels across the council, especially with parents and the general community. There is significant benefit to using contemporary electronic communications and information technology in all key areas of the council's program operations.

### Recommendations

- Increase traditional membership retention from 73.3% to 77% through implementation of improvements within each program committee's scope of responsibility by targeting the prevalent reasons for membership losses—specifically, poor unit program delivery and untrained unit leaders.
- Develop and implement additional program measurement systems that better gauge the alignment of responsibilities and accountability for execution by our program committees. Enhanced measurements should also demonstrate the linkage between improved programs and increased membership retention and growth.
- Identify and prioritize specific opportunities for incremental improvement across all areas of our council's program delivery.
- Increase the number of engaged and accountable volunteers on all of our program committees. Increase the capacity of volunteers and older Scouts to deliver quality programs at the unit, district, and council level.
- Improve all areas of communication. Special attention should be given to those for parents and the general community, so that they may better understand the aims, methods, and outcomes of the Scouting program and so that we may better encourage their support, commitment, and involvement.
- Increase the use of electronic communications to, from, and among our constituents to improve our effectiveness and efficiency. In addition, significantly enhance the council's on-line presence and website to be the primary source of Scouting information for parents, Scouts, units, districts, and the community at large.





## ORGANIZATION AND LEADERSHIP

The primary vehicles by which any enterprise, whether for profit or nonprofit, implements its strategies or gets things done are Organization and Leadership. Organization and Leadership are the “oil” that keeps the Scouting machine running. Here in our council, volunteers from Kansas City and the nineteen surrounding counties in Kansas and Missouri govern and oversee local Scouting operations through the council’s Executive Board and its Executive Committee. The Executive Board establishes districts across the council to best align and serve the youth and units in the various communities that make up the council’s service area. Our thirteen districts are comprised of dedicated volunteer leaders who lead units in specific geographic areas and who are responsible for delivering a quality program to the youth in those units. Chartered organizations work to select the best leadership possible for the units they sponsor and, in turn, also nominate and elect the leaders for the districts and the council.

### Findings

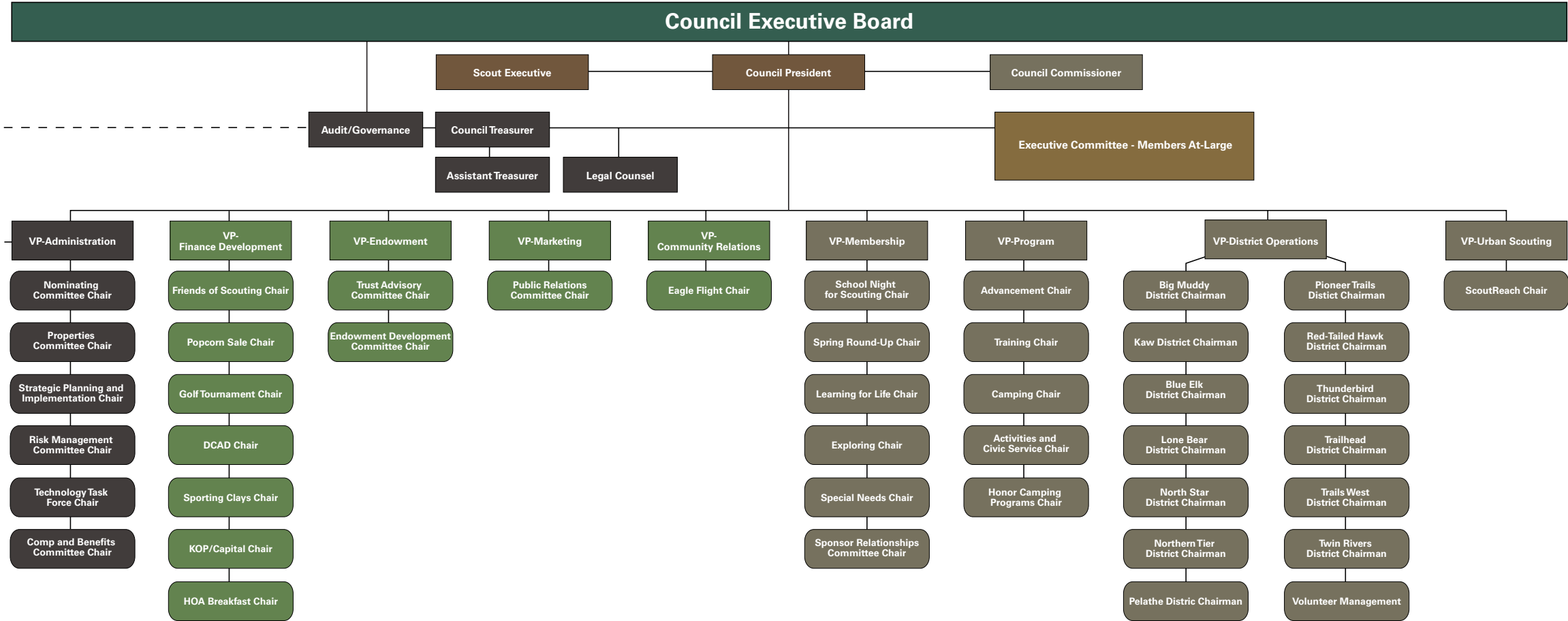
- While our council is blessed with a very qualified, influential, and committed Executive Board, the board should better represent the vitality and diversity of our region in terms of gender, race, and geography.
- The increased focus of the for-profit world on appropriate organization, management, and fiscal controls as well as accountable governance establishes a higher standard for our council's attention to such matters.
- Based on shifting demographics, total available youth, and registered youth members and units, some of our districts do not meet the national standards for district size.
- While the council has significantly funded ScoutReach efforts in the past, the opportunity to significantly enhance our Urban Scouting program dictates new emphasis on organizational alignment, focus, and resources for the future.
- Significant additions and changes have been made to the professional staff, executive management team, and our volunteer organizations over the past two years. Given the importance of human capital to the future success of the council, continued improvements should be implemented for the recruitment, training, retention, and performance review of all volunteer and staff roles.
- Our Executive Committee and operating committees are comprised of and lead by capable, yet very busy, executives and community leaders. Given the demands of implementing this plan, there is a need to find innovative ways of complimenting the time and resources of the key drivers of our council's initiatives.
- More efficient and effective communications and administration will require the acquisition and implementation of improved information and technology tools.

### Recommendations

- Our Nominating Committee should identify and recruit new Executive Board members, focusing on adding minority and female corporate and community leaders as well as leading citizens from outlying counties.
- Our board should create a new Governance Committee to review our current approach to management, controls, audit, and governance; suggest areas for improvement; and monitor our progress on implementing improvements. The objective should be to establish the council at the forefront of governance standards and compliance among all nonprofit organizations in our region.
- A representative ad hoc task group should be established to study our current district boundaries and alignment and to make recommendations to the Board that would ensure that all of our districts meet national guidelines.
- The board should create the new Executive Committee position of Vice President of Urban Scouting to focus on the issue of our ScoutReach investment and engage the opportunity to substantially enhance the council's commitment to Urban Scouting, ScoutReach, and inner city in-school Learning for Life program delivery.
- The council should consider a new committee to focus on other key human capital planning, management, and succession issues for the volunteer organization.
- The council should create and regularly review scorecards to measure and evaluate the progress of all segments of council operations against the initiatives, goals, and benchmarks of this plan.
- A new group of volunteers should be established from the council's corps of Eagle Scouts and camp staff graduates that now work for the major corporations in the region and who would benefit from the opportunity to serve as volunteers at the council level. This new group should be used to compliment and support a number of the key operating committees of the council.
- The board should create a Technology Committee to address the quality and availability of web-based information and administrative systems and support tools for staff, volunteers, and the youth membership.



# COUNCIL ORGANIZATION CHART



\* Past President  
 ■ A = Administration Group  
 ■ O = Operations Group  
 ■ D = Development Group





Our council owns and operates three significant properties. The Bartle Scout Reservation, near Iconium, Missouri, is comprised of three fully integrated camps along with supporting infrastructure, situated on 4,400 acres that serves a high percentage of the council's Boy Scout long-term summer camping needs and is home to the council's highly successful honor camping program, Mic-O-Say. The Naish Scout Reservation is a 1,500-acre camp complex located close to the Kansas City area in Bonner Springs, Kansas, and houses most of the council's Cub Scout camping capabilities as well as some Boy Scout summer camp facilities. The Starr Scout Service Center in southern Kansas City houses a meeting and training facility, the council's professional and administrative staff, and the council's Scout retail shop. Our council's youth, volunteers, and parents all spend significant time at our camps. The service center is open for business each day of the week and is the center of operations and administration for the council.

**Findings**

- The Cub Scout and long-term Boy Scout summer camping programs are arguably the centerpiece of the council's long-standing reputation for program excellence.
- The maintenance, upkeep, and improvement of our camp facilities are vitally important to the delivery of a quality Scouting experience.
- The most significant property needs of the council were identified five years ago and have been successfully addressed by the *Keeping Our Promise* capital campaign, which funded a series of major capital improvement projects at both camps over the last four years.
- However, there remain several critical deferred major maintenance challenges that need to be addressed in the next two years.
- The council operating budget needs to be increased to fund the necessary annual routine and ongoing maintenance annually to keep the properties in ideal condition.
- Presently, the council does not have an annual capital maintenance budget for the purpose of replacing or making major repairs to camp assets (over \$5,000).
- Additional capital improvement funds are needed to complete a number of capital additions deferred from the *Keeping Our Promise* improvements list as well as to fund the construction of several other new facilities that are now being recommended.

**Recommendations**

- Bring the council operating budget to the level needed for required routine annual repairs and maintenance by increasing the camp fees at Bartle and Naish each year with the additional funds earmarked specifically for camp maintenance issues.
- Develop and fund an annual capital maintenance budget to pay for the replacement or repair of major property assets on a life expectancy basis as well as to address the most immediate major maintenance issues.
- Design and initiate a capital campaign by 2008 to address the current list of additional new capital improvements and facilities that have been identified, documented, and prioritized in this long-range plan. The goal of the campaign should be established after a thorough review of the proposed projects and their projected costs.





## MARKETING

“Getting your message out” is critically important to any organization’s success. In the past, Scouting could rely on its substantial reputation and the value of word of mouth references. Today, that is no longer enough and our message is too important. Brand development, marketing programs, and effective communications are keys to being a leading, well-regarded, and successful youth service organization. Our council must understand and connect with all of its various markets and audiences, including the youth of our region, parents, leaders, prospective volunteers, current and potential donors, businesses, and the general public.

### Findings

- Our council is a respected organization with a strong brand and positive media relationships.
- We benefit from many years of success and thousands of very solid relationships with current and former Scouts, parents, leaders, volunteers, donors, supporters, civic leaders, corporations, and other nonprofits.
- While Scouting is respected across the region, stronger ties need to be developed with the local corporate community to better share how Scouting positively impacts our community and local businesses.
- Our council is recognized nationally as having some of the best marketing capabilities in the Boy Scout organization.
- Marketing plays a large role in an individual's perception of an organization. Currently, the council lacks an understanding of how our constituents feel we are addressing their needs and expectations.
- Our primary target audience is called the "Tweens" (youth ages 8 to 12).
- These young people are tech-savvy, have increased connectivity, are more and more media savvy, and live in both reality and fantasy worlds. They want to have and do what their friends have and do, but they solicit input and approval from mom and dad.
- Presently the council's budget allocates only nominal funds to marketing. However, a number of organizations contribute significant in-kind and donated resources to support the council's communications programs.

### Recommendations

- Develop a marketing portfolio that further amplifies Scouting's positive public and brand image and that communicates Scouting's value. Identify the most appropriate channels for distributing various packaging of "the message."
- Our methods must be innovative and appeal to today's youth while also influencing the decision-makers in the home—mom and dad—as well as our network of volunteers and supporters.
- Develop approaches and materials targeted to specific audiences with a special emphasis on educating local businesses as to Scouting's benefit to them.
- Create the Executive Committee position of Vice President of Community Relations to give leadership to the new special emphasis on engaging with local business and civic leaders.
- Establish a series of survey instruments that profile past and current constituents to better identify and understand our strengths and weaknesses while improving customer service and youth member retention.
- Improve the council's technology and web platform, with the focus primarily on current members and volunteers, but also as a gateway for potential leaders, parents, youth members, and donors.
- With our ever evolving regional demographics and our need to adjust our program to meet shifts in demand, marketing must play a central role in directing the council's communications to new, emerging markets such as the growing Hispanic community.





## FINANCE DEVELOPMENT

Finance is the “resource engine” that provides the monetary capital necessary to fund the operations of our council in the short term as well as building the endowed financial strength to sustain the council over the long-term future. Significant effort is committed every year by both the volunteer and professional organizations to generating the council’s “top line.” Also, the council’s spending plans or budgets are carefully compiled and diligently adhered to as the council operates each year. Solid fiscal management is one key to quality, sustainable execution from year to year. A greater emphasis is now being placed on growth and management of our endowment fund as well. Endowed “gifts that keep on giving” can make Scouting’s future here in the Midwest both stronger and much more certain.

## Findings

- The council has demonstrated sound fiscal responsibility for many years. Solid financial operations have allowed the council to increase program services to its youth members and adult volunteers while simultaneously improving the quality of the program.
- Over the past five years, the council's annual operating budget has grown by \$400,000, with half of that growth funded by increases in direct support (Friends of Scouting, special events, and project sales), while most other key revenue sources remained relatively flat or, as was the case with the United Way allocation, actually decreased.
- The new camp facilities built with funds from the *Keeping Our Promise* capital campaign have clearly contributed to increases in camping participation and revenues over the past three years. Substantial increases in our physical plant will also drive increases in certain operating costs for routine and capital maintenance in the future.
- The council annually conducts several key events focused toward our Urban Scouting and ScoutReach initiatives, including the Distinguished Citizens' Award Dinner, the Urban Barbeque, and the Whitney M. Young Award Dinner. A commitment to grow these programs along with a new investment in inner city in-school Learning for Life will require generating new sources of dedicated funding.
- At over \$12 million our Endowment Fund currently has assets that average \$319 per registered youth member, \$4.2 million shy of the national benchmark of \$430 per registered youth member.

## Recommendations

- "Friends of Scouting" holds the greatest short-term potential for growing our council revenues. The primary focus for growth in revenue development should be on FOS events at both the district and council levels.
- A comprehensive and coordinated plan should be implemented to present our council's value proposition to key corporate leaders across the region. We need to share Scouting's positive impact on their workforce and the general community to demonstrate the return on an investment made in Scouting by area businesses. Implemented properly this program should contribute most significantly to longer-term revenue growth.
- Our popcorn sale in the fall also has significant growth potential. We should implement a plan to increase the level of unit participation to build upon our traditional 3.5% annual growth in gross popcorn sales.
- As our plan for increasing the commitment to Urban Scouting is developed, we need to formulate an approach for identifying new sources of funding to support and sustain the operations of the program at a high level.
- With the emerging increased emphasis on fundraising, the council should evaluate the need for improved information systems and tools to support its development activities.
- A capital campaign similar to the successful *Keeping Our Promise* campaign should be scoped and planned for implementation over the next two years to address the additional improvements needed at our properties and to fund certain capital maintenance requirements.
- The council should develop a long-term plan for substantially increasing the council endowment. Incremental volunteer and professional resources need to be focused on continuous execution of the plan well into the future. As soon as possible, we should initiate a coordinated endowment campaign to bring our Endowment Fund to \$16 million in assets and \$14 million in deferred contributions.



## OVERALL

Michael Merriman  
Chairman

Clifford W. Illig  
2006 Council President

Timothy C. Bugg  
Staff Advisor

## MEMBERSHIP

James R. Hogan  
Chairman

Bruce Allen  
Co-Chairman

Douglas Stone  
Staff Advisor

## PROGRAM

Richard T. Boeshaar  
Chairman

Mark J. Brayer  
Staff Advisor

## ORGANIZATION & LEADERSHIP

Casey S. Halsey  
Chairman

Douglas Stone  
Staff Advisor

## PROPERTIES

David Disney  
Chairman

Mark J. Brayer  
Staff Advisor

## MARKETING

Charlie M. Tetrick  
Chairman

John Kuehn  
Staff Advisor

## FINANCE DEVELOPMENT

Terry K. Miller  
Chairman

John Kuehn  
Staff Advisor



## LONG-RANGE PLANNING COMMITTEE MEMBERS

David Allen  
Monique Antkowitz  
Tonya Armstrong  
Verna Ashcraft  
Kenneth T. Bacchus  
Bill Bahnmaier  
Dan Barnes  
Jody Bennett  
Marie Benz  
William Blessing  
Tim Bodensiel  
Forrest Bolles  
Jonathan Bonness  
Bruce Bower  
Dick Brown  
Michael Brown  
James Burgess  
Karen Burgess  
Margaret Canada  
Robert Canfield  
Colleen Chapman  
William Cheek  
John Christiansen  
John Clark  
Kelly Cleary  
Bruce Coleman

*Continued on next page*



**COMMITTEES**

**LONG-RANGE PLANNING  
COMMITTEE** *(Continued)*

Frank Colletti	Robert Hamlin	Stan Lloyd	N. Bruce Reed
Ken Conrad	Ty Hampshire	David Lockton	Ed Reitemeier
Tom Cooley	Karen Hatcher	Robert Long	Robert Resnick
Dennis Cross	James Hayes	Ernie Lunsford	David Rock
Karen Day	Yolanda Henderson	Roger Mantony	Mike Rodak
Fred DeFeo	William Herdegen III	Cathy Maynard	Mike Sager
J. Erik Dickinson	Thomas Hodson	Dr. Mark McPhee	Alan J. Sanders
Mike Dishman	Jerry Hornig	Bill Mentzer	Dan Sanderson
Russell Downing	William Humenczuk	Jana Meyers	Hal Schmidt
Terrence P. Dunn	John D. Hunkeler, MD	Joel Mohr	Dale Schwader
William Esry	Clifford W. Illig	Barry Morris	Mahnaz Shabbir
Allen Fails	Howard Janzen	Mary Morris	Doug Spangler
David Fenley	Shannon Jeffries	Jana Myers	Dave Sultz
David Fowler	Dr. Roy Jensen	Charlene Naylor	Michael Thomas
John Forsyth	Rob Jones	Kenn Naylor	Tim Thomas
David Frantze	Mark Jorgenson	Keith Neuman	Janet Thornbourg
Bob Gehring	Norman Kahn	Kelly Nichols	Jody Tucker
Jeff Gilbert	Bobanne Kalkofen	Jason Noland	Judy Tuckness
Carl Grabel	Iris Kalkofen	John Novak	Jody Van Way
David Graham	Robert Kalkofen	Joe Ogilvie	Jeff Wandtke
Steve Graver	Steve Karpowich	Morgan Oleander	Rich Weiland
Robert K. Green	Lorri Kearns	Pete O'Malley	Wayne Weimer
Merlyn Grubb	Brian Kelsey	Robert Overly	Todd Whiteley
Aaron Guest	Michael Langley	Brian Pack	Tracy Wicks
Fred Hack	Tom Lanio	David Penner	Del L. Wilkinson
	Richard Ledgerwood	Darren Pitts	Gary Williams
	Roman Lee	Philip Raine	John Yacos



This plan was created through the in-kind donations and support of the following:  
Walz Tetrick Advertising (design) • Rapid Solutions Group (printing) • Kathy Disney (photography)