

2025-2027 STRATEGIC PLAN



**Scouting
America**

Patriots' Path Council

LEADERSHIP MESSAGE

Dear Scouting Friends,

We are proud to present the Patriots' Path Council 2025-2027 Strategic Plan. Our committee and staff have worked diligently to engage our stakeholders for feedback and suggestions to carefully craft our vision for the next three years and beyond.

Our "Guiding Principle" will serve as the foundation for the vision of our focus areas, along with their measurable outcomes and strategic actions.

Our commitment to our Scouts, families, volunteers, donors, alumni and chartered organizations is to actively utilize this plan and be adaptive to the constantly changing environment we operate in to build on the rich legacy of our organization.

With your ongoing support we will provide opportunities and adventure to a growing membership base, develop our leaders, and partner with our communities in a meaningful and safe manner to ensure the future success of local Scouting and the Patriots' Path Council.

Yours in Scouting,



Garrick Stoldt
Council President



Gerard DeBoey
Council Commissioner



Jack Flood
Council Executive Vice President



Marc T. Andreo
Scout Executive

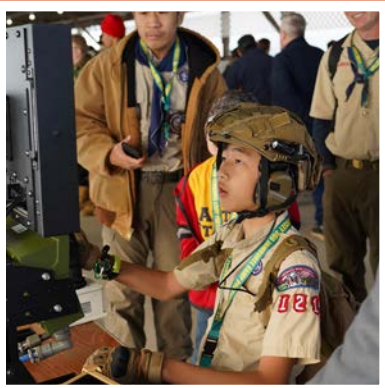


GUIDING PRINCIPLE

As we grow the number of youth served from 12,000 to more than 13,000 by 2027, our entire organization from volunteer leaders and staffing to camp attendance and funding must grow at a similar rate to maintain the highest level of program and service for the families we currently serve and those that we strive to engage through transformative communication.

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FOCUS AREA LEADERSHIP AND VISIONS

Strategic Plan Chair: Jack Flood

MEMBERSHIP & UNIT SERVICE

Co-Chairs: Jay DeBoey and Bill SanFilippo

By engaging our volunteers and families, we will create a welcoming environment that supports a growing number of families and reflects the diversity of our communities.

MARKETING & COMMUNICATIONS

Co-Chairs: Jeremy Godwin and Kevin Hernandez

Initiate a dynamic and unified approach to marketing and communications that inspires communities and our families to embrace the transformative power of Scouting.

OUTDOOR & YOUTH DEVELOPMENT EXPERIENCES

Co-Chairs: Bill Sherman and Frank Caccavale

With the support of our volunteers and staff, expand camping and program opportunities for all Scouting programs, to deliver engaging experiences that increase attendance while fostering personal growth.

FINANCIAL HEALTH & SUSTAINABILITY

Co-Chairs: Tom Allen and Garrick Stoldt

Generate a thriving and sustainable future for local Scouting, fueled by stakeholders to grow our operating, capital and endowment funds, to support a growing number of families.

ORGANIZATION & LEADERSHIP DEVELOPMENT

Co-Chairs: Mark Tallmadge and Dave Robbins

Through a thoughtful path of development that emphasizes cultivation, support and education of volunteers and staff we will increase volunteerism and skillsets for our future success.

MEMBERSHIP & UNIT SERVICE

Measurable Outcomes & Strategic Actions:

1. Recruiting - Grow new members from 2,250 to 2,700 on an annual basis.

- a. Through an annual board approved membership plan, engage packs & troops to adopt multiple recruiting strategies.
- b. Expand school access for school recruiting and sign-up events to better welcome new members.
- c. In conjunction with the diversity and inclusion committee, identify and engage ethnically diverse communities for Scouting partnerships.
- d. Recruit new female Scouts into existing packs & troops to increase female members from 1,100 to 1,350 female members.
- e. Maintain program intensity in the Jockey Hollow District to grow membership from 750 to 1,000 youth.

| Youth Membership | | | | | | | | | |
|---------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------|----------------|----------------|
| | 12/31/2019 Actual | 12/31/2020 Actual | 12/31/2021 Actual | 12/31/2022 Actual | 12/31/2023 Actual | 12/31/2024 Actual | 2025 Target | 2026 Target | 2027 Target |
| New Youth Recruited | 1,987 * | 831 * | 1,990 * | 1,653 * | 2,017 | 2,260 | 2,700 | 2,700 | 2,700 |
| YE Membership | 14,470 | 10,885 | 10,436 | 10,553 | 9,883 | 9,827 | 9,828 | 9,973 | 10,180 |
| Female Scouting | 831 | 709 | 817 | 964 | 984 | 1,099 | 1,200 | 1,300 | 1,350 |
| Jockey Hollow | 1,846 | 107 | 520 | 638 | 608 | 780 | 850 | 950 | 1,000 |
| Total Youth Served | 17,224 | 15,301 | 12,875 | 12,089 | 12,570 | 12,143 | 12,527 | 12,528 | 12,673 |

* Represents fall recruiting only. Data not available from Scouting America for that period.



MEMBERSHIP & UNIT SERVICE

2. Retention / Unit Service - Maintain overall retention rate above 75% on an annual basis.

- a. Engage commissioners to support healthy unit relationships that highlight the importance of creating a welcoming environment for all potential leaders and families.
- b. Focus on assessing unit health and coaching unit leaders in the areas of succession planning, program and timely charter renewals.
- c. Develop strategies and incentives for Arrow of Light transition to improve retention from 63% to 75%. (of the 63% that cross over during the spring, only 40% renew for the upcoming year)
- d. Utilize Cub pack Blue & Golds and Scouts BSA Courts of Honor during the first quarter of each year to educate families on the importance of continuing their Scouting journey and incentives to do so.
- e. Enhance roundtable strategies and participation to ensure information sharing and timely communications with all district units.

| Youth Retention | | | | | | | | | |
|-----------------|------------|------------|------------|------------|------------|------------|--------|--------|--------|
| | 12/31/2019 | 12/31/2020 | 12/31/2021 | 12/31/2022 | 12/31/2023 | 12/31/2024 | 2025 | 2026 | 2027 |
| | Actual | Actual | Actual | Actual | Actual | Actual | Target | Target | Target |
| Retention | 78.8% | 76.62% | 71.49% | 77.95% | 75.77% | 70.73% | 73% | 74% | 75% |

3. Building Units & Relationships - Assuming an annual loss of 15 units per year; develop 45 new units for 5% growth.

- a. Add a second membership / program specialist to support new unit development, support and overall membership growth.
- b. Increase Scouting America brand awareness by utilizing new unit development assets to facilitate a positive image in our communities.
- c. Engage chartered organization relationships to cultivate current members and to help attract new members.
- d. Recognizing the strength of our legacy units, focus on expanding Cub Scout packs, female Scouts BSA troops, and Jockey Hollow opportunities.
- e. Adopt relevant Scouting America pilot initiatives such as Trade Skills Exploring and Seasonal Scouting.

| Total Units | | | | | | | | | |
|-------------|------------|------------|------------|------------|------------|------------|--------|--------|--------|
| | 12/31/2019 | 12/31/2020 | 12/31/2021 | 12/31/2022 | 12/31/2023 | 12/31/2024 | 2025 | 2026 | 2027 |
| | Actual | Actual | Actual | Actual | Actual | Actual | Target | Target | Target |
| Packs | 159 | 151 | 152 | 145 | 138 | 130 | 135 | 140 | 145 |
| Troops | 165 | 162 | 169 | 169 | 154 | 156 | 156 | 156 | 156 |
| Crews/Ships | 19 | 17 | 19 | 15 | 17 | 12 | 12 | 12 | 12 |
| Posts | 20 | 14 | 10 | 11 | 11 | 11 | 11 | 11 | 11 |
| Total | 363 | 344 | 350 | 340 | 320 | 311 | 316 | 321 | 326 |

MARKETING & COMMUNICATIONS

Measurable Outcomes and Strategic Actions:

1. Branding - Embrace and enhance Scouting America branding that will evolve on an annual basis.

- a. Within budget allowances, incorporate Scouting America signage, letterhead, uniform and other physical assets annually.
- b. Utilize Scouting America digital marketing plan to enhance local social media, website, and email communications.
- c. Promote and advise availability of local uniform, clothing, and merchandise offered through our local Scout shops.
- d. In partnership with Scouting America, develop a rollout for changing and strengthening the new brand of BSA to Scouting America

2. Internal Communications - Strengthen and enhance internal communications to better connect with our Scouts, families, volunteers, and stakeholders on an ongoing basis.

- a. Develop and build out a direct communication plan to reach our Scouting community with key council information and updates.
- b. Promote and distribute digital and physical assets for such things as camp promotions, program rollouts, roundtables, district and council initiatives as a conduit for information sharing.
- c. Develop and provide digital tool kits and incentives to Scout families and their units to help recruit others into the program.
- d. Develop social media training and tips/tricks for key audiences.
- e. Explore and develop tools such as mass messaging to our Scouting community (one way only) integrated through existing constant contact databases.

3. External Communications - Strengthen and enhance external communications to utilize social media, website platforms, and news media opportunities to attract, educate, and promote the values of Scouting.

- a. Within budget allowances, implement a part time/full-time marketing specialist internally or as a consultant to manage consistent physical and digital content on a daily and weekly basis to drive communications with new and existing members.
- b. Increase social reach and engagement using social media tools such as Constant Contact, High Level, Meta for nonprofits to enable us to build target funnels for content distribution and analytics, along with an editorial calendar for visibility. Develop key landing pages to help support KPIs and analytics.
- c. Utilize AI to help develop content for platforms such as IG Reels, TikTok, Facebook and Instagram from events and moments.
- d. Build relationships with local media such as News 12, the Daily Record, NJ.Com, and influencers to enhance the visibility of Scouting.
- e. Incorporate and develop specific presentations for Key 3 with groups and donors to focus on reaching new and inclusive groups.
- f. Conduct an annual Report to the State of New Jersey to develop relationships and enhance visibility with state and community leaders.



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OUTDOOR & YOUTH DEVELOPMENT EXPERIENCES

Measurable Outcomes & Strategic Actions:

1. Camping & Program Attendance - Grow summer camp attendance to 2,600 youth.

- a. Formulate marketing initiatives in a written plan, introducing at least two new promotional avenues annually.
- b. Develop a sustainable promotion plan that engages units and families to have an “in person” presentation opportunity annually.
- c. Evaluate day camp and resident camp programs and introduce relevant enhancements and new opportunities to spark attendance growth annually.
- d. Explore expanded attendance opportunities such as Scoutreach partnerships, community engagement, and collaboration with other local councils.
- e. Promote scholarships and discount programs to help families manage the cost of camp. Promote opportunities for stakeholders to “share their story” and donate to our funding initiatives.

| Summer Camp Attendance | | | | | | | | | |
|-------------------------------------|-------------|------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | 2019 | 2020 * | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 |
| Wheeler Day Camp | 678 | 155 | 565 | 477 | 392 | 351 | 450 | 650 | 750 |
| Watchung Reservation Day Camp | 260 | 78 | 99 | 152 | 197 | 171 | 225 | 275 | 300 |
| Somers Resident | 770 | 0 | 0 | 429 | 452 | 529 | 550 | 600 | 650 |
| Winnebago Resident | 705 | 0 | 473 | 435 | 404 | 495 | 550 | 600 | 650 |
| Scouts BSA Day Camp | 227 | 1,307 * | 287 | 234 | 168 | 142 | 200 | 225 | 250 |
| Total Summer Camp Attendance | 2640 | 233 | 1424 | 1727 | 1613 | 1688 | 1975 | 2350 | 2600 |

* 2020 - Pandemic year with revised program and a virtual Scouts BSA Day Camp

2. Council and District Programs - Enhance year-round outdoor experiences to supplement unit programming.

- a. Engage units to annually evaluate and refresh council and district program offerings such as camporees, klondikes and activity events to grow enthusiasm and participation.
- b. Grow weekend camping opportunities to spark camp usage and provide council developed, unit guided program experiences.
- c. Engage units to help expand and schedule council high adventure opportunities beyond current program offerings. Establish promotion plan to highlight all opportunities including the 2026 National Jamboree.
- d. With an emphasis on Cub Scouts, further develop PPC Adventure Programs offered at our camps, service center, and program partners throughout our service area.
- e. Partner with other New Jersey councils to develop and promote large scale events such as a 2028 Council Jamboree and the State Police Camporee along with other potential avenues to supplement unit program.

OUTDOOR & YOUTH DEVELOPMENT EXPERIENCES

3. Individual Experiences - Enhance program and training experiences to engage and cultivate youth and adult volunteers.

- Cross-promote individual program offerings such as PPC Adventure Programs and Merit Badge eXtravaganza. Develop free, self-guided programs at council properties and Watchung Reservation.
- Annually evaluate and refresh all training programs to focus on succession planning and support an individual pathway for educational opportunities for Scouts and volunteers.
- Capitalize on the reintroduction of specialty camps to engage specialized volunteers and existing and potential camp staff.
- Develop a plan to assist individuals, particularly those in smaller units, engage in activities otherwise unavailable within their unit.
- Explore opportunities to offer programming around school breaks such as holidays, teacher conventions as well as winter and summer gaps to create unique experiences.



**PATRIOTS' PATH
CAMPS**



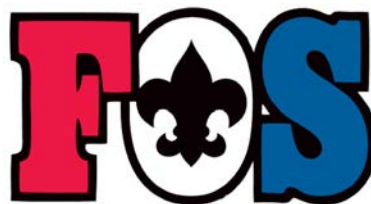
FINANCIAL HEALTH & SUSTAINABILITY

Measurable Outcomes & Strategic Actions:

1. Annual Fund - Grow the Annual Fund from \$2.5 million to \$2.9 million (5% growth per year).

- Grow Friends of Scouting to \$600,000 by increasing participation fueled by the Scouting Forward event each fall.
- Develop purpose-driven special events, increase annual budget from \$1.1 million to \$1.3 million to inspire our community, celebrate the mission, and foster meaningful connections that will fund and grow our programs.
- Expand donor giving through Foundations, Trusts & Major Gifts to grow from \$400,000 to \$500,000 annually. Create and expand giving and initiatives such as the “\$25,000 for Five Years” campaign and enhanced alumni and community outreach.
- Expand Direct Support annual budgets from \$430,000 to \$500,000 by developing sources to include increased scholarship auctions, donor directed projects and government funding.
- Explore on-boarding a development professional internally or as a third party to increase new and increased funding opportunities in the Annual Fund.

| Annual Fund Trends & Targets | | | | | | | | | |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------|------------------|------------------|
| | 12/31/2019 Actual | 12/31/2020 Actual | 12/31/2021 Actual | 12/31/2022 Actual | 12/31/2023 Actual | 12/31/2024 Actual | 2025 Target | 2026 Target | 2027 Target |
| Friends of Scouting (Net) | 505,753 | 659,233 | 621,129 | 583,364 | 510,759 | 466,936 | 550,000 | 575,000 | 600,000 |
| Project Sales | 63,360 | 64,497 | 66,360 | 50,774 | 42,752 | 41,000 | 55,000 | 60,000 | 65,000 |
| Special Events (Net) | 1,379,398 | 665,883 | 858,922 | 1,284,870 | 1,493,985 | 1,136,375 | 1,100,000 | 1,200,000 | 1,225,000 |
| Legacies & Bequests | 25,000 | 19,427 | 4,645 | 3,900 | 14,954 | 27,688 | 125,000 | 100,000 | 100,000 |
| Foundations, Trusts & Major Gifts | 177,853 | 451,078 | 404,670 | 432,193 | 375,156 | 404,306 | 400,000 | 450,000 | 500,000 |
| Other Direct Support | 74,338 | 47,768 | 41,667 | 63,773 | 62,947 | 458,417 | 388,000 | 415,000 | 425,000 |
| Total | 2,225,702 | 1,907,886 | 1,997,393 | 2,418,874 | 2,500,553 | 2,524,722 | 2,675,000 | 2,800,000 | 2,915,000 |



FINANCIAL HEALTH & SUSTAINABILITY

2. Grass Root Engagement & Cultivation - Incorporate a donor centered approach to educate, engage and cultivate all stakeholders.

- a. Recruit and further engage subcommittees as needed to support revenue development committee efforts.
- b. Budget permitting, maintain council service fee at \$50 per Scout and volunteer through 2027. Educate and grow unit impact through an increased fee structure for low contributing units.
- c. Grow popcorn sales from \$950,000 to \$1.3 million annually by increasing units selling popcorn from 100 units (33%) to 150 units (50%).
- d. Increase Scout shop revenue and services to include a new or additional location that provides both a retail location and a program/meeting space.
- e. Develop a written plan, reviewed and enhanced annually to increase donor engagement and increase charitable giving.

| Scout Shop & Popcorn Trends & Targets | | | | | | | | | |
|---------------------------------------|------------|------------|------------|------------|------------|------------|-----------|-----------|-----------|
| | 12/31/2019 | 12/31/2020 | 12/31/2021 | 12/31/2022 | 12/31/2023 | 12/31/2024 | 2025 | 2026 | 2027 |
| | Actual | Actual | Actual | Actual | Actual | Actual | Target | Target | Target |
| Scout Shop Sales (net) | \$410,789 | \$194,805 | \$274,619 | \$293,481 | \$309,676 | 300,000 | \$300,000 | \$315,000 | \$330,000 |
| Popcorn Fundraising | \$1.3M | \$684,000 | \$1.050M | \$1.150M | \$985,00 | \$950,000 | \$1.0M | \$1.1M | \$1.15M |
| Popcorn - Units Selling | 179 | 139 | 142 | 159 | 121 | 100 | 115 | 130 | 150 |

3. Capital / Endowment Revenue - Develop strategies to conduct a capital / major gifts campaign.

- a. Grow the endowment fund through annual themed campaigns. Bring awareness to opportunities by conducting an annual recognition event(s).
- b. Develop master plans for our 3 properties that will help prioritize capital initiatives in 2025.
- c. Partner with Scouting America Foundation to define and grow legacy giving opportunities in 2025.
- d. Conduct a feasibility study focused on capital, endowment and major gift opportunities in 2026.
- e. Engage leadership and lead donors to launch a campaign in 2027.



ORGANIZATION & LEADERSHIP DEVELOPMENT

Measurable Outcomes and Strategic Actions:

1. Succession Planning - Cultivate, train and grow unit, district and council level volunteers from 4,780 to 5,250 forming a pathway of increased leadership opportunities that supports anticipated membership growth.

- a. Review district and council organization annually to develop a structure that promotes a ladder of increased engagement for volunteerism.
- b. Grow council boards by a minimum of 15 new members annually to support succession planning and achieve desired skillsets needed for effective governance and operations.
- c. Expand district committees by a minimum of 5 new members to foster a full team of volunteers, that prioritizes strategic plan initiatives to grow Scouting.
- d. Develop and utilize resources to support unit succession planning. Identify, cultivate and mentor prospects for district and council opportunities after service on the unit level.
- e. Focus on limiting volunteers to one major responsibility to allow concentration, growth and satisfaction in their Scouting journey. Utilize short term responsibilities to engage volunteers at all levels.
- f. Assign mentors at district and board levels to ensure onboarding and continued engagement for volunteers.

| Volunteer Leadership | | | | | | | | | |
|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------|----------------|----------------|
| | 12/31/2019 Actual | 12/31/2020 Actual | 12/31/2021 Actual | 12/31/2022 Actual | 12/31/2023 Actual | 12/31/2024 Actual | 2025 Target | 2026 Target | 2027 Target |
| Total | 4,783 | 4,211 | 4,032 | 5,658 | 4,389 | 4,780 | 4,900 | 5,100 | 5,250 |

2. Diverse Leadership - Increase diversity in leadership focused on age, tenure, ethnicity and gender.

- a. Develop resources to provide best practice guidance on how to utilize a story telling approach to identify, engage and cultivate potential volunteers focused on increasing responsibility.
- b. Engage units to help identify and educate families on the benefits of Scouting and provide resources to increase volunteer opportunities.
- c. Support volunteerism by engaging young alumni to complement and grow current base.
- d. Utilize sources such as roundtables, trainings, activities, and day camp visits with parents to cultivate and educate volunteers and parents on increasing their support of Scouting.
- e. Develop community engagement strategies to increase pool of potential volunteers that will better represent communities served.

3. Staff Organization - The council attracts, develops, rewards and retains talented individuals who provide exceptional leadership and customer service to Scouting.

- a. Strive for council staffing levels to reflect the diversity (age, tenure, ethnicity, gender) of the communities served by the council.
- b. Review staff organization annually and increase full-time headcount by 2 positions to 30 by adding a membership & unit service executive and a development director within budget parameters.
- c. Review part time opportunities to maximize operations. Engage a part-time marketing specialist or consultant within budget parameters.
- d. Utilizing “Scouting University” and local opportunities on continuing education for staff members development within Scouting America guidelines.
- e. Engage local universities to develop an internship program to engage young professionals and create a path to employment.



SCOUTING AMERICA MISSION STATEMENT

The mission of 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.

PATRIOTS' PATH COUNCIL VISION STATEMENT

Patriots' Path Council will be the leading youth-serving organization in the communities we serve by demonstrating and teaching the core values contained in the Scout Oath and Law to every eligible youth and their families. Toward that end, Patriots' Path Council will support its units to consistently grow their membership by providing the best possible training, programs and outdoor adventures.



**Scouting
America**

Patriots' Path Council