

Strategic Plan

FY2022

10-year Target:

There will be a Trail Life USA Troop within 30 minutes of ninety percent of boys in the United States.

3 Year Picture:

Revenue: \$5.5M

Net Profit: \$600k

Troops: 1,000

Members: 40,000

What Does It Look Like?

- 32 staff members in well defined roles
- All core processes documented, simplified, and followed by all
- Field levels bought in to balanced Scorecard
- 8 RTLs and 8 RFSEs in 8 regions
- 300 Areas with 240 PT-3s and 1,500 Area Leaders
- Development Director added \$1M of new donations in 2023 and is ready to replicate that
- Active leader training team in all 50 states and 200 of 300 Areas
- Monthly in-person ATGs in 240 Areas
- NTO door-to-door sales plan in place and operational Denominational partnerships and endorsements in place
- \$2M "nest egg"
- Digital tools fully supporting each other
- Developed active partners program in place
- Modern and up-to-date store platform fully functioning
- Our brand is recognized nation-wide
- Other national organizations look to us as the experts in what we do
- Podcast/video content being developed regularly
- Phone app developed and functioning well as a compliment to TLC
- Store is generating \$1.6M revenue/year

1 Year Plan:

Revenue: \$4M

Net Profit: \$425k

Troops: 875

Members: 35,000

- Key data integrated across all platforms and reliable for running the organization, as approved by the LT
- 6 RFSS, 7 RTLs, and Development Officer RPRS
- Area growth and development goals met

- 165 Areas
- 100 Area Training Teams
- 800 Volunteers
- 120 ATGs
- Corporate liability plan activated
- NTO door-to-door sales process in place & driving leads

1st Quarter Plan (July - Sept '21):

Revenue: \$860k

Net Profit: \$250k

Troops: 860

Members: 34,000

V/TO™

Future Date: September 30, 2021

Revenue: : \$850k

Profit: : \$250k

Measurables: Troops: 860, Members: 34000

Company Rocks


Stat	Title	Due By	Owner
👍	Identify & Document Key Core Processes, as approved by LT	Sep 30	JK
👍	Achieve JTT plan benchmarks, as approved by the LT	Sep 30	RG
👍	Develop the Proven Processes document as approved by the LT and distribute to the field (boys to godly men)	Sep 30	MH
👍	Research, select, and implement IT solution for digital file management and define/implement the Operational Files Administration seat	Sep 30	CL


Charles Livingston


Stat	Title	Due By
👍	Research, select, and implement IT solution for digital file management and define/implement the Operational Files Administration seat	Sep 30
👍	Develop & implement policy for staff tools & subscriptions	Sep 30
👍	Select & implement new VOIP phone system and usage policy	Sep 30
👍	Develop & implement new vendor & contractor onboarding policy	Sep 30

David Abernathy






Stat	Title	Due By
------	-------	--------

-  Review and fine-tune Troop Closing Procedures to include notifications and account for Program Support Fees to the satisfaction of the LT Sep 30






-  Determine and build the next 3 most important TLC data queries to the satisfaction of the LT. Sep 30

-  Establish process as part of Troop vetting to require the SML to be the top-level leader of the chartered organization to the satisfaction of the LT. Sep 30






Mark Hancock

- | Stat | Title | Due By |
|--|---|--------|
|  | Complete Corp Liab Plan as approved by Board Committee | Sep 30 |
|  | Create and complete plan for new banking strategies as approved by LT and Finance Committee | Sep 30 |
|  | Develop the Proven Processes document as approved by the LT and distribute to the field (boys to godly men) | Sep 30 |
|  | Develop earned media broadcast resources as approved by Hamilton Strategies | Sep 30 |
|  | Hire personal assistant | Sep 30 |





Rob Green

- | Stat | Title | Due By |
|--|---|--------|
|  | Achieve JTT plan benchmarks, as approved by the LT | Sep 30 |
|  | Hold 82 August Area Trail Gatherings (ATGs) | Sep 30 |
|  | Assimilate CSB units into TL Troops--5/5 Milestones complete | Sep 30 |
|  | 2023 Convention--5/5 foundational milestones in place | Sep 30 |
|  | Program and Training resource updates (Seth)--6/6 Milestones complete | Sep 30 |

Joe Kinard

Stat	Title	Due By
	Identify & Document Key Core Processes, as approved by LT	Sep 30
	At least 1 hired RPRS for LT member this quarter	Sep 30
	Identify and finalize data solutions to satisfaction of LT	Sep 30
	Conduct full P&L analysis for store and create scorecard	Sep 30
	Optimize store inventory systems to satisfaction of LT	Sep 30

Stephen Ashton

Stat	Title	Due By
	Analyze Marketing SAT Funnel, Identify Sources, Likelihood to Charter, and Value in Funnel	Jun 30
	Determine, Hire, and Onboard Marketing Team Member(s)	Sep 30
	Complete and Launch new e-Book, Men's Ministry Page, and Social Media Campaign	Sep 30
	Plan 1 Event to Promote and Hold During JTT Season	Sep 30

Owner Title	Goal	Avg	Total	Jul 09 Jul 15	Jul 02 Jul 08	Jun 25 Jul 01	Jun 18 Jun 24	Jun 11 Jun 17	Jun 04 Jun 10	May 28 Jun 03	May 21 May 27	May 14 May 20	May 07 May 13	Apr 30 May 06	Apr 23 Apr 29	Apr 16 Apr 22
SA Number of start-a-troop inquiries	>= 34.7	46.6	513			54	67	54	46	42	64	37	45	31	37	36
SA Number of Find-a-Troop inquiries	>= 189	259.9	2.86K			239	270	318	221	285	343	245	256	214	225	243
RG Number of new members**!	>= 150	151.8	1.82K		64	115	116	141	144	106	183	127	166	202	284	174
RG Number of new Troops	>= 2	3.1	37		0	6	5	1	2	2	5	4	3	4	2	3
RG Number of youth awards	>= 1,500	2.29K	27.46K		647	387	706	1.06K	1.67K	2.42K	4.85K	4.78K	5.74K	1.61K	2.8K	781
RG % Peak 2 Trained Leaders	>= 14%	14.4%	173.1%		14.8%	14.8%	14.7%	14.7%	14.6%	14.5%	14.4%	14.4%	14.4%	14.1%	14%	13.8%
RG % Troops retained	>= 83%	83.8%	1K%		82%	82%	82%	84%	82%	83%	83%	87%	87%	85%	84%	84%
RG % Members retained	>= 61%	68.5%	822%		59%	59%	60%	62%	60%	61%	63%	68%	66%	98%	83%	83%
RG Reduce Troops to Area members ratio	< 1.7	1.7	13.4			1.7	1.7	1.6	1.6	1.7	1.7	1.7	1.7			
DA PSF Collection	>= 95%	94.7%	-		97%	97%	96%	96%	92%	95%	95%	94%	94%	93%	93%	
JK Gross store sales	>= 20,372	33.55K	402.57K		9.97K	11.75K	17.09K	21.07K	31.07K	33.26K	46.92K	60.89K	69.21K	40.27K	36.49K	24.57K
JK LT To-Dos Completed	>= 90%	75%	-		83%	70%	86%	50%	86%							