



# BOY SCOUTS OF AMERICA®

## LOS PADRES COUNCIL

### **Strategic Plan** **January 2019 to December 2020**

#### **Mission**

It is the mission of the Boy Scouts of America to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Scout Law.

#### **Vision**

The purpose of the Boy Scouts of America is to prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law.

#### **The 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.

#### **The Scout Law**

A Scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean, and reverent.

#### **Introduction:**

To fulfill the vision and mission of the Boy Scouts of America Los Padres Council has developed a 2-Year Strategic Plan / 2019 – 2020 to serve in guiding the direction and decisions of the Council leadership in providing the Scouting program to the youth served with the two-county geographic area comprising the Council. Progress toward implementing this plan will be reviewed and reported quarterly to the Los Padres Council Executive Board.

The plan is developed using relevant pillars and Journey to Excellence parameters as its guide in determining its goals and measuring the progress of its implementation to meet those established standards. This Strategic Plan is further guided by the vision for each pillar.

“Vision without action is merely a dream, action without vision just passes time, vision with action can change the world.” Joel A. Baker

#### **Strategic Priorities**

1. Growth
2. Finance
3. Program/Operations
4. Camp



# BOY SCOUTS OF AMERICA®

## LOS PADRES COUNCIL

### 1. Growth (leadership & membership)

**Leadership Excellence and Culture:** Scouting's youth, volunteer leaders, and employees exemplify leadership excellence across all aspects of the movement.

- a) Our Vision: To recruit, develop and maintain leadership at every level of our Council, Districts and Units that reflects the community and who, through their involvement, support the goals of the Los Padres Council and the mission of the Boy Scouts of America.
- b) JTE Standards / Council Goals:
  - i. Council Leadership (No Status): Goal to develop, approve and implement a board development plan using the BSA diversity template to have 36 members on the board.
  - ii. District Leadership (No status): Goal to add 1 member to each District Committee per quarter until 25 members per committee is achieved and maintained while using the BSA diversity template.
  - iii. New units (No status): Goal to add 10 new units yearly with fully trained leaders.
  - iv. Increase registered members ( No status): Goal to have 2% membership growth every year.
- c) Strategies to Achieve the Goals:
  - i. Council Leadership:
    - Nominating Committee to meet quarterly to assure that all board and officer positions are filled, all board members are to complete an orientation program, and all board members are to help recruit 1 new board member.
    - Strategic plan reports are to be reviewed quarterly for progress and the Council completes an annual update of the strategic plan.
    - Board conducts a full board self-assessment on a yearly basis.
    - Promote and encourage open dialogue and opportunities for discussion.
    - Ensure timely communication and feedback at all levels of the organization.
    - Boost volunteerism by building and expanding relationships with alumni.
    - Ensure that Districts and Council have training and resources necessary to engage additional volunteers.
  - ii. District Leadership:
    - Continue growth and development of District Committees; through the District Nominating Committees identify and recruit Leaders, within the various communities and units of each District, to serve on District Committees.
    - Nominating Committee to meet quarterly to assure that all district positions are filled and that all district members are to complete training program.
  - iii. New Units:
    - District are to identify new unit prospects and engage them to start 5 new units per district yearly.



# BOY SCOUTS OF AMERICA®

## LOS PADRES COUNCIL

### iv. Membership:

- Increase membership through greater retention
- Improve fall school nights results
- Improve Webelos to Scout transition
- Implement the Council ScoutReach Program to better reach youth in diverse and economically depressed neighbor hoods.
- Improve diversity and inclusivity on our council board, committees, commissioners and district committees to have better understanding of communities we serve.
- Have a high level of unit visits by commissioners to identify units that need support.

### d) Quarterly Progress Reports:

## 2. Finance:

**Resources & Finances:** The Boy Scouts of America is financially sound at all levels of the organization through a balanced funding model. Funding is not a barrier to providing programs that fulfill our mission.

- a) Our Vision: Through development, implementation and consistent improvement of a balanced and sustainable funding model in conjunction with sound fiscal management to support the programs and mission of the Los Padres Council and the Boy Scouts of America.
- b) JTE Standards / Council Goals:
  - i. Fiscal Management (No Status): Achieve an annual balanced budget.
  - ii. Fundraising (No Status): a) Show a growth in Council-Generated Contributions over 3-year average.
  - iii. Debt Reduction (Plan is set and in process): Develop and implement a plan to pay-off debt over the next 3 years.
  - iv. Endowment (No status): Review management organization to identify companies to interview to make recommendation to the board of best option for next 3 years.
- c) Strategies to Achieve the Goals:
  - i. Fiscal Management:
    - Annual budgeting process includes key volunteers, evaluation of past performance and setting of achievable revenue/expense targets.
    - Commitment of board and staff to the achievement of budget targets.
    - Annual review of council contracted services to minimize expenses.
    - Evaluate current investment agency performance and council strategy to maximize return to operating fund.
  - ii. Fundraising:
    - Confirm 100% Board participation for 2019 and 2020



# BOY SCOUTS OF AMERICA®

## LOS PADRES COUNCIL

- Development of development Committees to better engage community leaders in fund development.
  - Grow Family Friends of Scouting Campaign results by increasing unit participation from 12% to 30% in 2019 and to 60% in 2020.
  - Grow Popcorn Sales through increasing Cub Scout Pack participation rate.
  - Increase revenue from foundations and grants by engaging community leaders with board member relations.
  - Utilize social media and Give by Cell infrastructure to maximize participation
  - Fill Development Director position for the council.
- iii. Debt reduction:
- Confirm plan yearly to reduce operation loan from endowment until full paid
- iv. Endowment:
- Increase James E. West Society contributions by creating better awareness.
  - Identify, interview and confirm managing firm to adopt for next 3 years.
- d) Quarterly Progress Reports:

### 3. Operations & Program:

**Dynamic and Relevant Council Organization and Program:** Scouting's programs are exciting, culturally relevant, and appealing to today's youth; attracting them at an extraordinary rate and retaining them longer. Reorganize council operations to maximize limited resources while still providing quality service.

- a) Our Vision: Reorganize council districts, service centers and overall operations to provide diverse programs that interest today's youth and provide them the opportunity to grow in knowledge, spirit, character and leadership and develop into responsible citizens.
- b) JTE Standards / Council Goals:
- i. Develop new district (complete): Goal is to combine and strengthen district committees.
  - ii. Service centers (No status): Goal to consolidate 3 service centers to 2 with one is SB county and one is SLO county.
  - iii. New district key leadership (No status): Goal to nominate new district leadership
  - iv. Reassign staff (complete): Goal to maximize limited staff resources and keep providing support to committees.
  - v. Consolidate calendar and activities ( No status) Goal to have stronger better attended activities council wide.
  - vi. Advancement (No Status): Goal is an increase in percentage of Cubs and Scouts earning at least one rank during the year



# BOY SCOUTS OF AMERICA®

## LOS PADRES COUNCIL

- vii. Cub Scout Camping (No status): Increase in percentage of Scouts attending day camp, family camp and/or resident camp to achieve Bronze.
- viii. Boy Scout Camping (No status): Increase in percentage of Scouts attending any in-Council or out-of-Council long-term camp, high-adventure experience, specialty camp, jamboree, or serving on camp staff to achieve Bronze.
- ix. Unit Leadership (No status): Goal to increase percentage of trained, direct contact leaders to achieve Gold.
- x. Reorganize OA lodge and chapters (No status): To increase OA membership and have impactful service in the community. Achieve JTE Gold.
- xi. Improve communication through social media (On going)
- xii. Increase positive community exposure in newspapers through articles and Scouting highlights. (On going)
- xiii. Improve distribution and content of Council electronic newsletter. (On going)
- xiv. Develop and implement Council website redesign to provide more relevant and useful content as well as to be more “user friendly”. (complete)

### c) Strategies to Achieve the Goals:

- i. Set new district boundaries and have districts identify leadership, name and new calendar of activities
- ii. Move SM and Atascadero service center to a consolidates central area in SLO county
- iii. Rebuild RA to support units with Scout weekend, holiday and summer activities
- iv. Advancement:
  - Bobcat emphasis program
  - Encourage Troops to engage Packs and help develop a Cub to Scout unit transition plan.
  - Help Troops develop and implement advancement plan
- v. Cub Scout Camping:
  - Recruit council and district day camp chairs
  - Set and promote district day camps, family camp, and resident camp activities that area available to Cub Scout units and Cub Scouts early.
  - Actively and systematically promote these Cub Scout Camping activities to all units.
  - Coordinate advancement opportunities within the Cub Scout Camping activity.
- vi. Boy Scout Camping:
  - Recruit a Council Camping Chair to assist with the active promotion and continuity aspects of council level activities.
  - Actively and systematically promote Boy Scout Camping activities to all units utilizing OA.
- vii. Trained leaders:
  - Recruit council and district training chairs
  - Set district training dates and Actively and systematically promote to all units
  - Den Leader Training within 30 days of sign-up as new Den Leader



# BOY SCOUTS OF AMERICA®

## LOS PADRES COUNCIL

- District Executives and District Commissioners identify and meet with key unit Leaders at least on a semi-annual basis. Promote the training of potential or emerging Leaders within units and districts through this process.

- viii. Hire Program Assistant to support Program director
- ix. Hire Field assistant to support Field Operations/Customer service
- x. Program Director will work with Council VP Program, Council Camping Chair, Council Activities Chair, Council Training Chair and Council Advancement Chair to help provide a coordinated program effort in the council resulting in improved program opportunities, increased youth retention and increased activity/camping revenue.
- xi. Recruit Council Vice President of Marketing work with Associate Development Director to develop, guide and promote Council goals related to communication, community exposure, website design.

d) Quarterly Progress Reports:

### 7) Camp Operations:

**Rebuilding camp and our brand:** Rancho Alegre is known and valued by the people of our community. Our brand is so recognized and respected that it empowers our members and enables our success. The Outdoor School is a key brand attached to Rancho Alegre, utilize it to maximize good will.

- a) Our Vision: To rebuild Rancho Alegre and re-establish all our programs at camp as the preeminent youth-serving organization and to develop strong working relationships with the community and other charitable organizations in the communities, within the Council.
- b) Council Goals:
  - i. Develop plan to rebuild Rancho Alegre to support The Outdoor School, Scouting, lease groups, and family camping.
  - ii. Develop capital plan to support rebuild efforts
  - iii. Recruit rebuild committee
  - iv. Recruit fundraising committee
  - v. Get 100% participation from Board, council, Phoenix committee and district leadership by Feb. 1, 2019.
  - vi. Confirm Lead gift by Feb. 1, 2019.
  - vii. Be operational by winter of 2019/2020.
  - viii. Start construction January 2019.
- c) Strategies to Achieve the Goals:
  - i. Manage insurance payments and cost effectively



# BOY SCOUTS OF AMERICA®

## LOS PADRES COUNCIL

- ii. Develop budget
- iii. Develop construction plan with target dates
- iv. Increase positive community exposure in newspapers through articles and Scouting highlights.
- v. Manage ODS and council website to provide relevant information.
- vi. Develop monthly camp photo communication.
- vii. Engage community leaders early and often
- viii. Develop prospect list to achieve goal
- ix. Develop collateral material for campaign
- x. Utilize consultant to develop plan and deliver strategy
- xi. Confirm lead gift for \$1 million +
- xii. Complete prior to opening Rancho Alegre
- xiii. Recruit Phoenix committee vice-chairs

d) Quarterly Progress Reports: