

Los Padres Council #053 Strategic Plan
2022-2025

National Service Territory-3



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MISSION STATEMENT

The mission of the Los Padres Council, BSA is to prepare young people in all our communities 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.

VISION STATEMENT

The vision of the Los Padres Council is to be the premier youth organization in Santa Barbara and San Luis Obispo Counties with:

- Character Building
- Faith and Value Based Training
- Leadership Development
- Community Service
- Outdoor Programs

CORE VALUES

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.

COMPETITIVE ADVANTAGES

Los Padres Council, BSA through fun and challenging programs develops youth leaders through:

Providing the highest level of protection of all youth in our programs

Instill Leadership and Life Skills in Young People

Adult Mentoring

Strengthening Family Relationships

Teaching Healthy Living Skills

Fostering Self-Esteem Through Personal Achievement

Unique and Diverse Outdoor Experiences

STRATEGIC ISSUES

Like any youth organization we have and will be faced with challenges. Guided by our core values and principles we will navigate these challenges head on. Our two primary issues are significant and multi-year/multi-decade in length. They include the child abuse class action lawsuit and restitution as well as the SARS COVID-19 global pandemic. Both topics are described in this section.

We must regain the trust and confidence of the American public and our local communities. Scouting is making amends for wrongs committed and allowed in our past. No amount of money or apologies can every replace the loss of innocence. We are doing the right thing in ensuring current and future support is provided to the victims. We will regain the trust of our local communities and we will show Santa Barbara and San Luis Obispo Counties why Scouting is an effort worth investing in. The Nation needs more leaders with scouting experiences and background. Scouting remains one of the finest leadership and character-building experiences youth can obtain as they enter adulthood. Now more than ever, Scouting must retool approaches and methods to enable young people the opportunity to be challenged, develop resilience and be the best version of themselves.

A global pandemic with local impact. The COVID-19 pandemic remains with us and will continue for the foreseeable future. Locally, we have seen a rise in membership in some of our Troops while others struggle to maintain a presence in their communities and their charter organizations. We will continue to maintain the safety of our youth and adults while

being creative in our program approaches. Scouting nationally has experienced a peak in membership of around 6 million plus in 1972 and a low of 2.3 million in 2016. Families cocooning at home and the recent world-wide SARS COVID-2 pandemic have added to these membership declines. Cocooning and hunkering down is a natural human activity resulting from the desire to minimize contact with others during a pandemic. Combined with a skepticism in scouting, social distancing, reduction in outdoor activities and enabled by technology (internet/TV/phone/games) youth fill idle hours in a day or allow devices to be a distraction. Membership and participation decline cannot be pinned on any one event or circumstance. We must and will find ways to reverse these losses and engage, explain and demonstrate the value of our brand to families, parents as well as organizations toward building Scouting participation and support. Shifting from a national service model to a local service model. Changing circumstances require different approaches. The new National Service Territory model promises to offer fresh, new opportunities for our Council to directly interact and communicate with other Councils and National on a new level and determine, learn and exchange best practices and lessons learned. It is imperative for the future growth of our Council that we actively participate in every National Service Territory Committee with a Council representative and report to the Council Board as well as the appropriate Committees within our Council.

For this Strategic Plan to remain germane and operationally effective, the plan must be reviewed at least quarterly, to determine progress, issues, opportunities and record any changes or updates to this Strategic Plan. It must be a dynamic document, or it will become stale quickly.

In strategically addressing these challenges we will follow the below principles:

- We will continually improve our program offerings, and we will manage our program resources wisely to serve more youth with quality, timely and fun programs.
- We will lead and operate in ways that always model the values of the Scout Oath and Law, through an increased number of trained volunteers and staff in accordance with National, Council bylaws and policies and best organizational practices.
- We will manage and enhance organizational effectiveness through innovative processes that provide the highest level of customer satisfaction.
- We will obtain, manage, and account for sufficient financial resources needed to operate a highly efficient council operations.

BSA National Council Performance Standards

In reorganizing BSA National, a new business model has been created which now includes National Service Territories and Local Council minimum performance standards. The Los Padres Council will by incorporation and pursuance of working to complete and exceed our Los Padres Council Strategic Plan, work to meet the new Local Council performance standards. The current 2021 published Council Performance standards are as follows:

- Youth Safety – 98% Youth Protection Training
- Youth Market Share – 2%
- Youth Retention – 62%

- Financial Sustainability – minimum of three months of cash liquidity for operations
- Youth Ethnic and Gender Diversity – 10% of membership is female; membership reflects community’s youth of color percentage

CUSTOMER SEGMENTS

This section describes the various customer segments which we serve.

Youth Members

Market Penetration- Current registered youth participating in the programs offered by Los Padres Council, Scouts BSA

Chartered Organizations

Product/Service Development- Community organizations that partner with Los Padres Council, BSA to provide quality, youth development programs for families.

Current Donors

Individuals, businesses, organizations, and foundations who demonstrate their belief in local Scouting programs and the benefit that they provide to the community. This segment of contributors needs expansion.

Alumni

Diversification

Currently active or inactive youth, families, and community members who at some time in the past participated in a Scouting program or The Outdoor School including former Scouts, Eagle Scouts, parents, leaders, camp staff, teachers, students, District or Board volunteers, and Unit Leaders. This is an opportunity for diversification.

Potential Membership

Market Expansion

Youth, families and community leaders who are not presently involved in Scouting, particularly in ethnically diverse and under-represented communities.

Potential Donors

Families, alumni, businesses, community organizations and foundations who believe in the values of Scouting but have not yet been asked to support.

Strategic Plan- Priorities at a Glance

The Strategic priorities are not listed in any specific order by either topical area or specific task or objective. At the core of every portion of this strategic plan and its' components is the quality, and integrity of the program we offer to our youth. That is and always should be the driving force of this and all strategic plans.

Membership Growth Sustainment

- Develop new Chartered Organizations in the wake of the Bankruptcy losses
- Develop and formalize a Council membership committee
- Develop a 3-year membership growth plan for youth and adults which includes the Diversity, Equity, and Inclusion (DEI) and Marketing committee members.
- Establish 12 new units in 3-years
- Have yearly incremental growth to reach 2,000 youth members in 3-years
- Develop a plan which supports Unit, adult leaders, and youth growth for all units
- Examine strategic partnerships and or messaging in coordination with other Santa Barbara and San Luis Obispo youth organizations.

Diversity, Equity, and Inclusion

- Develop and formalize a DEI committee with representation from both Districts and the Council Board level.
- Utilize and update current BSA studies of available local diversity data to inform approach to new potential charter organizations and to shape investment decisions
- Develop marketing campaigns to target and attract under-represented groups.
- Implement Volunteer, Adult Leader and Youth Training to reinforce the importance of DEI and help promote a culture of inclusion and diversity throughout all levels of membership.
- Increase diversity in membership at all levels to achieve representation that is reflective of the general population locally.
- Incorporate DEI into all programs directly.

Marketing Fundraising

- Develop and formalize a Marketing committee with representation from both Districts and led by VP of Marketing at the Council Board level.
- Develop marketing campaigns to target and attract under-represented groups in collaboration with the Council DEI committee.
- Review, assess, and expand marketing opportunities including social media programs and other viable marketing practices.
- Review all current fundraising programs and events for effectiveness, participation, and performance. Consider eliminating under-performing programs, adding new ones that include targeting new potential donors.
- Develop a multi-themed public relations plan focused on: Reasserting the values and contributions of scouting to our youth and community. Focus on countering existing

narratives that scouting is on the decline. Providing youth an opportunity for adventure, growth, safety, and resilience.

- Develop an informational program and outreach which better explains to our supporters and our stakeholders what Rancho Alegre and the Outdoor School is and how our Council supports and funds our Scouting programs.
- Develop a value-based benefit fundraising outreach targeted at both members involved in our programs and for current and potential donors and sponsors.
- Modernize and update our Friends of Scouting annual campaign, and utilizing best practices, focus on new methods and programs to encourage donations and ways to invest in Scouting.
- Develop a fundraising campaign utilizing sponsorship opportunities of council and district programs, events, and activities targeting the business sector.
- Develop campaign to support council endowment contributions in order to increase endowment to \$5m by 2025.

Internal Policy Development

- Review all Council Policies for currency and compliance with applicable National BSA, National Service Territory, State of California, and local compliance.
- Assemble, finalize, and issue a LPC Board Policies and Procedures Manual

Financial Planning, Wisdom Budgeting

- Establish a performance-based budget committee and budgeting process.
- Integrate Marketing and Budgeting committees to work in tandem to integrate adjustments within the Council's budget.
- Commence communicating Budget and processes within and outside of our Council to ensure the clear and correct information reaches all our supporters and stakeholders.
- Continue to grow the productivity of Council Assets and work to expand their funding, usage, and operations to maximize community utilization and financial revenue streams.
- Committee to review progress and any necessary changes to maintain financial planning, wisdom, and budgeting. Review strategic plan goals twice each year.

Strategic Priorities Objectives

Membership Growth and Sustainment

- Prioritize retention of charter organizations, units, and members.
 - Reconfirm commitment with charter organization representatives and charter organization primary officials of their ongoing commitment to scouting unit support.
 - Obtain charter organization feedback to be provided back to units, district, and council which will used to address current and future needs.
 - Recognize charter organization support.

- Develop and formalize a Council membership committee
 - Develop a Council Membership committee comprised of a Council VP of Membership, with committee members from both Districts and the Council level as well as members of the public with membership backgrounds and or a desire to help grow Scouting.

Timing – Commence development of the Membership Committee immediately after approval of the Strategic Plan. Solicit members for this Committee from throughout our Council as soon as practical.
- Develop a 3-year membership growth plan for youth and adults which includes Diversity, Equity, and Inclusion and Marketing committee members.
 - Create a sub-committee of the Membership Committee that focuses specifically on the growth of all programs within our Council.
 - Include representation from Marketing, Diversity, Equity, and Inclusion Committees.
 - Review previous and current membership trends toward identifying realistic goals for membership growth.
 - Establish a membership growth plan that also includes Unit growth as well as membership.
 - Initiate the Membership plan after approval of the council Board.
 - Target growth to 2000 youth members by the third (3rd) year.

Timing – Commence building this sub-committee after assembly of the Membership Committee and as soon as core members are determined.
- Establish 12 new units in 3-years
 - Through the research of the Membership Growth sub-committee determine under-served areas, locales, and neighborhoods which either could or have previously supported Scouting Units.
 - Identify previous and new organizations that are supportive of our Scouting values and are potential sponsors for creating new Units.
 - Develop Task Forces of local supporters, Council Staff, Membership Committee members and Commissioner staff to meet with and help initiate/create new Units.
 - Provide any necessary support to ensure new Units have what they need to deliver the promise of our Scouting programs, from our Training, Membership, Marketing and Commissioner resources.

Timing – Commence work to identify under-served areas and areas where previous Units have been during the Membership sub-committees research. Begin identifying new and previous organizations upon completion of where best to locate and create new Units.
- Develop a plan which supports Unit, adult leader, and youth growth for all units
 - Membership, marketing, and training committee members work together to identify existing Unit membership support plans and utilizing best practices

work to create plans that Units can use to implement and achieve membership growth.

- After compilation of a draft plan, have Membership, Marketing and the Training Committees review and provide input.
- Submit the final draft to the Council Board for approval.
- Commence multiple training roll-outs events to help Unit and Unit Committee leaders learn what the system is and how to implement it.
- Council membership committees to focus on maintaining youth membership retention goal of 65% which is above the NST minimum Council performance standard of 62%. If this standard cannot be achieved initially, show positive improvement each year.

Timing – Commence work to identify current successful Unit level marketing and membership growth programs and begin to assemble the training as the Membership Growth sub-committee works to finalize their program.

- Contingency plans for Membership will include the following:

Diversity, Equity, and Inclusion

- Develop and formalize a DEI committee – the committee should have representation from both Districts and throughout the Council. These DEI “champions” will require support since much of this will be new, and communication to the unit level will be key to success.
 - Committee must include members from ethnic minorities to reflect the diverse population in our community
 - Committee actions will be to develop goals tailored to our region, identify funding needs based on stated goals, and identify partners in the community for sponsorship and support.

Timing – committee members should be pre-selected to begin implementation early in the Strategic Plan.

- Develop localized and targeted marketing campaigns for our Council to attract under-represented groups
 - Marketing plan should include various ways of communicating to the community – multiple platforms and languages.
 - Marketing should be focused on the faces and voices of Scouts and volunteers highlighting the diversity and inclusive nature of our members – a face will have more impact than words.
 - Utilize the most recent demographic information to establish realistic goals, projections, and milestones.

Timing – once the DEI committee has formed and has a clear vision, marketing and outreach should be one of their top priorities. The Council budget will need

established funding and trigger points to enable this marketing campaign.
Establish milestones and trigger points for set dates and performance goals.

- Implement Volunteer, Adult Leader and Youth Training to reinforce the importance of DEI and help promote a culture of inclusion and diversity throughout all levels of membership.
 - The Citizenship in Society merit badge is Eagle required – make this a Council driven priority
 - New DEI leader training at Scouting U- make this a Council driven priority
 - Identify local training opportunities from third party trainers until BSA approved training is available. Update training opportunities as they become available.
Timing – 1st quarter 2022 if possible, or when training is approved and available.
Establish milestones and trigger points to activate action steps.
- Increase diversity in membership at all levels as follows to achieve representation that is reflective of the general population locally (roughly 7% minority):
 - Leadership: 20%*
 - Board leadership: 33%*
 - Youth members: 10% per year*
*Percentages represent the percent of total LPC membership target for minority and diverse members in each category
 - Implement succession planning to maintain diversity across membership
Timing – achieve by end of 3-years, evaluate every 6-months and re-direct efforts as necessary. Establish milestones and trigger points for action steps throughout the process and plan.
- Incorporate DEI into the program directly.
 - Include a diversity calendar in the council calendar and engage in diverse community events in a visible manner
 - Include an “inclusion” moment as part of Council and district meetings to promote discussion and develop a program guide to distribute to leaders and volunteers
 - Communicate changes to the program to existing membership as well as targeted outreach and public affairs programs/events.
 - Explore, engage, and recruit additional chartering organizations which have a diverse make up to align with the Council’s goals – add two new units per year.
 - Council policies and bylaws must be reviewed to ensure they are written in language of inclusivity.
 - Calendar planned review and include dates for targeted completion.
Timing – summer 2023
- Contingency plans for DEI will include the following:

Marketing & Fundraising

- Develop and formalize a Marketing committee with representation from both Districts and led by VP of Marketing at the Council Board level.
 - Marketing Committee to review and focus how we market to our current membership, those under-served populations within our Council and those who are prospective volunteers as well as supportive organizations.
 - Develop a value-based marketing program which identifies and explains the value of Scouting for organizations, families, volunteers, youth. Use these defined values and benefit to encourage membership, encourage new organizations to participate and new families and volunteers to become involved.

Timing – Commence assembling the Marketing Committee and determining a VP of Marketing upon approval of the Strategic Plan. Develop milestones and trigger points for the development of marketing review as well as developing a value-based marketing campaign.
- Marketing Committee Integration -Budgeting committee to work in tandem with Council's marketing committee to integrate adjustments within budget, reevaluate benchmarks and establish or adjust priorities among various audiences and campaigns.

Timing- Establish and integrate after this Strategic Plan is adopted.
- Develop marketing campaigns to target and attract under-represented groups in collaboration with the Council's Membership and DEI committees.
 - Work in collaboration with members of the Diversity, Equity, and Inclusion Committee to develop a marketing campaign with targeted efforts to recruit organizations, families, adults and youth of all races, ethnicities and backgrounds.
 - Track progress toward increasing market share of youth and families as well as underserved populations and areas.

Timing – Commence developing this section of Marketing campaign in concert with the value-based campaign.

Develop milestones and trigger points for the development of marketing to under-served populations in concert with DE I as well as Membership Committees.
- Review, assess and expand marketing opportunities including social media, technology programs and other viable marketing practices. Expand outreach to local news media to broadcast Scouting events, service and projects.
 - Marketing, Membership and DEI Committees work on a collaborative review of current marketing programs as well as develop new programs as well.
 - Review current social media platforms and programs used to both market and grow membership including social media geo-fencing, social media posting, and other programs to market and grow membership in our LPC Scouting programs.

- Consider new methods and ways to obtain approval for area school Scouting new member outreach.
- Work to create a specific marketing and membership outreach to private schools, home school groups and other types of schools.

Timing – Commence developing this section of Marketing campaign in concert with the development of the other targeted marketing and membership, campaigns. Develop milestones and trigger points for the development of expanding and improving marketing strategies which include marketing to under-served populations and improved access to schools.

- Review all current fundraising programs and events for effectiveness, participation and performance. Consider eliminating under-performing programs, adding new ones that include targeting new potential donors.
 - Review other successful fundraising programs within other Scouting Councils as well as other youth-serving organizations. Consider adopting new or updating current fundraising programs based on their applicability and sustainability within our Council.

Timing – Commence assembling a Fundraising review Committee upon approval of the Strategic Plan. Establish milestones and trigger points for the review, discussion, feedback and creation of an updated LPC fundraising program.

- Develop an informational program and outreach which better explains and identifies to our supporters and our stakeholders what Rancho Alegre and the Outdoor School is for our Council and how it supports youth and funds our Scouting programs. Utilize the existing Phoenix Committee for outreach information, institutional knowledge and support of these efforts.
 - Marketing committee collaborate with other committees to develop and implement an informational program and targeted outreach efforts to improve members, stakeholders, organizations, donors as well as any other identified audiences understanding of how and what Rancho Alegre and our Outdoor School program supports and funds Scouting and our Council.

Timing – Commence assembling a Rancho Alegre/Outdoor School sub-committee after the approval of the Strategic Plan. Establish milestones and trigger points for the review, discussion, feedback and creation of an LPC Rancho Alegre Informational and educational outreach program.

- Develop a value-based benefit fundraising outreach targeted at both members involved in our programs and for current and potential donors and sponsors.
 - Establish a sub-committee of Membership, Marketing, DEI and Budget committee members to define and explain the features, value and benefits of youth and families being involved in Scouting.
 - Include what parents can expect from their time and monetary investments. Research and review current studies regarding the benefits and strengths of our Scouting programs and include applicable information and studies such as

the BSA Tufts Camp Study and others to define and focus the benefits to our youth members, their parents and organizations and other supporters.
Timing – Commence assembling this Value-based targeted outreach Committee within the established timeline as determined by the Marketing Committee.
Establish milestones and trigger points for the review, discussion, feedback and creation of this LPC Value-based fundraising and informational program/campaign.

- Modernize and update our Friends of Scouting annual campaign, and utilizing best practices, focus on new methods and programs to encourage donations and ways to invest in Scouting.
 - Establish a Marketing, budgeting and fundraising sub-committee to review our current Friends of Scouting campaign and its annual results as well as participation.
 - Identify other Scouting Councils or other youth-serving organizations programs and campaigns focused on supporting a program like ours. Determine best practices and what modifications or changes must be made to improve what is now our Friends of Scouting fundraising outreach.
 - Assemble either a new or updated Friends of Scouting type campaign proposal to the Budgeting, Marketing and Fundraising Committee for approval and submission to the Council Board.

Timing – Commence assembling this Friends of Scouting Fundraising review sub-committee within the established timeline as determined by the Marketing Committee. Establish milestones and trigger points for the review, discussion, feedback and creation of an updated or new Friends of Scouting or similar named program/campaign.

- Develop a fundraising campaign utilizing sponsorship opportunities of council and district programs, events, and activities targeting the business sector.
 - Establish sponsorship levels around council and district events/activities to engage the business sector as marketing opportunities

Timing – development committee to establish sponsorship levels first of every year for the various events/activities to be shared with business sector through the year and be utilized as the community campaign

- Develop campaign to support council endowment contributions to increase endowment to \$5m by 2025.
 - Increase the number of members in the endowment committee to 6.
 - Committee develops a plan to host several educational forums about having a trust
 - Committee develops a prospect list of people to engage

Timing – endowment committee start developing plan for growth in the fall of 2023 with an official launch in the spring of 2025

- Contingency plans for Marketing and Fundraising will include the following:

Internal Policy Development

- Review all Council Policies- for currency and compliance with applicable National BSA, National Service Territory, State of California and local compliance.
 - Establish policy sub-committee to review and recommend any updates and or changes to LPC Policy documents.
 - Determine if all applicable National BSA and Los Padres Council Policy Statements are current and on file with Council. Add any current LPC policy statements that have been adopted but are not included in the current policy statement document. Update and modernize as needed and submit to the Council Board for approval.
 - Recruit additional legal counsel with HR/Employment expertise
 - Include Legal Counsel review and input at all levels of proposed changes to LPC Policy development, updates, and reviews.
 - Research, assemble, and review Best Practices models for Non-Profit Board Procedures Manual. And Non-Profit Youth Services organizations.
 - Complete Review and Analysis of Policy Statements
 - Prepare report of findings from review and analysis with recommendations for action
 - Present report of review and analysis including recommendations for action to the Council Executive Board for review, input, discussion

Timing - Commence upon approval of the Strategic Plan, establish milestones and trigger points for review, comments and action on each section of the policy review.
- Create and Issue Board Policies and Procedures Manual
 - Commence preparation of outline for LPC Board Policies and Procedures Manual
 - Construct and finalize the draft Board Policies and Procedures Manual
 - Submit Draft of Board Policies and Procedures Manual to Council Executive Board for review, discussion and comment
 - Revise Board Policies and Procedures Manual as necessary
 - Submit Preliminary Final Draft of Board Policies and Procedures Manual to legal Counsel for review and approval
 - Submit New Board Policies and Procedures Manual to Council Executive Board, Vice Presidents, District Chairs and committee members, Commissioners and other Council and District volunteers

Timing - Commence upon Council Executive Board review and input. Establish milestones and trigger points for assembly, integration and action on each portion of completing the final draft Board Policies and Procedure Manual.
- Contingency plans for Internal Policy Development will include the following:

Financial Planning, Wisdom and Budgeting

To be actionable, any strategic planning document must be backed by sustainable funding. Absent funding, plans become aspirational, visions remain unfulfilled and momentum as well as enthusiasm is lost. However, the strategic plans and the planning process brings into focus a vision of the future which leads to the drafting of individual lines of effort and roadmaps. Our strategic plan establishes requirements and guides leaders in distinguishing the “must-do” from the “nice-to-dos.” Hiring of paid staff, reimbursement of volunteer expenses, and contracting for specialized services (data analysis, media production etc.) all require allocated resourcing. This 3-year plan provides targeted points that can be funded, executed upon, and measured. Not everything will be funded or acted upon. This planning document forms the basis for disciplined application of prioritized and limited resources.

- Performance Based Budgeting - Establish a performance-based budgeting process.
 - Establish a committee to make periodic evaluations (at least quarterly) of the existing budget, goals, and outcomes to recommend adjustments within said budget.
 - Committee will have a broad role to analyze performance goals, annual targets and their alignment with budget and marketing activities when making recommendations to the committee including the adjustment of existing benchmarks.

Timing- Establish immediately after this Strategic Plan is adopted.

- Communicating Budget and Processes- Communicating budget ways, means, strategies, policies and devices within and outside of the Council to ensure the correct information reaches the intended individuals. This management of information will include an exchange of material among various Council committees, unit leaders, members and key target audiences to gain buy-in and create accountability. The Marketing Committee
 - Develop a sub-committee of Marketing, Budgeting and Communications to assemble and distribute the Council’s budget and process to our supporters and stakeholders.

Timing- Establish, develop communication framework and integrate after this Strategic Plan is adopted. Establish milestones and trigger points for review, progress, achievements and plan adaptations.

- Marketing Committee Integration -Budgeting committee to work in tandem with Council’s marketing committee to integrate adjustments within budget, reevaluate benchmarks and establish or adjust priorities among various audiences and campaigns.

Timing- Establish and integrate after this Strategic Plan is adopted.

- Productivity of Council Assets- Continue to grow existing assets including developing a plan and implementation steps for incrementally re-opening Ranch Alegre outdoor School based on facility development, staffing availability and market to re-gain lost revenue streams and clients.
 - Engage the Phoenix committee’s, Budget, Marketing, and Fundraising, Communications, Planning, Investment and other appropriate Council

committees to achieve the goal of maximizing productivity of all Council assets including properties, facilities and brand.

- Review the Council Endowment fund quarterly to ensure productivity.

Timing- Establish, develop framework and commence forming this inter-committee alliance after this Strategic Plan is adopted. Establish milestones and trigger points for action steps and to establish targeted task completion.

- Contingency plans for Financial Planning, Wisdom and Budgeting will include the following:

Appendix-1

This section is set aside to provide leaders with workspace, where thoughts, ideas and notes can be captured.

Strategic Plan Progress

Membership Growth

Diversity, Equity and Inclusion

Marketing and Fundraising

Internal Policy Development

Financial Planning, Wisdom and Budgeting

Strategic Plan Implementation

Strategic Plan Contingency Implementation

Final Updated draft Oct. 2022 – BP and CC