

San Diego – Imperial Council
Boy Scouts of America

Strategic Plan

2011 - 2015



CHARTING OUR COURSE

Strategic Planning Committee

Special thanks to the members of the strategic planning committee. Each of these very busy people brought a great deal of specialized knowledge, dedication, and commitment to Scouting. This is what has made the strategic plan an outstanding guide for our journey into Scouting excellence.

Steering Committee

Jan Bennett	Bob Bolingbroke	Steve Boyack
Dave Hodges (Staff)	Dick Kelly (Chair)	Walter Mueller (Staff)
Sean Roy (Staff)	Caren Tamkin	Dick Thorn
Tim Tower	Terry Trout (Scout Executive)	Bob Witt (President)

Programs & Services Focus Area

Bob Bolingbroke (Chair)	Jeff Bostwick	Russ Christensen
Greg Deering	Joe Drew	Lou Gagne
Michael Hall	Dave Hodges (Staff)	Ron Lawrence
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Stan Miller	John Neumeister	Kim Pigorsch
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Tim Kelley	Greg Middleton	Ted Pallas
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Mike Philbrook	Jon Sivers	Dan Krotzer
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Finance Focus Area

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Walter Mueller (Staff)	Pat O'Donohoe	Jeff Reid
Mike Sherman	John Silverwood	Dick Thorn (Chair)

Governance

Hugh Christensen	Kevin Gellenbeck	Sue Hodges
Charles James	Dick Preece	Laura Roos
Steve Stone	Tim Tower (Chair)	Walter Mueller (Staff)

Executive Summary

Over seventy outstanding Scouters, professionals, and community members worked together on the San Diego – Imperial Council’s Strategic Plan for 2011-2015. This involved reviewing where our Council is now, determining where we want to be in the future, and planning how we will get there. Guided by our mission and vision statements, the Strategic Plan presents a series of objectives, each with specific actions and milestones, leading us on the journey to Scouting excellence in our next century.

San Diego – Imperial Council Mission

Our mission is to instill the values found in the Scout Oath and Law in young people and to prepare them to make ethical choices during their lifetimes, to take leadership roles as adults, and to become productive and responsible citizens. We accomplish our mission in partnership with chartered organizations and chosen, well-trained leaders as we:

- Create a Scouting environment that attracts and develops the finest volunteer and professional leadership;
- Connect with the communities we serve to build strong neighborhoods through Scouting families;
- Develop strong units using innovative programs and outreach efforts that affect youth positively;
- Provide hands-on experiences for our youth through Scouting programs that help them become competent human beings with a sense of self-worth.



San Diego – Imperial Council Vision

Our vision is to be recognized within the communities we serve as the premier youth organization. We will make outstanding, exciting, and innovative programs available to all youth within San Diego and Imperial Counties. Program results will have dramatic, positive effects on the youth, leaders, and families we serve, building strong communities with more caring citizens.

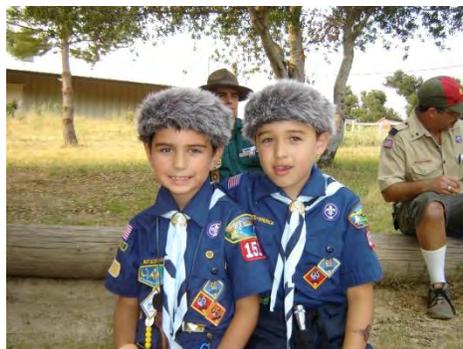
Strategic Objectives

The objectives contained in the Strategic Plan are presented below for each of the major areas of the Council’s operations. These areas are aligned with the National BSA’s guidance for Councils, and they address Programs and Services (Membership, Camping, Other Programs, and Properties), Talent Management, Marketing, Administrative Services, Finance, and Governance. The objectives help move us from where we are now toward our 5-year vision.

Membership

The San Diego - Imperial Council will strive for annual market share increases in membership in all of the youth categories that it serves: Cub Scouts, Boy Scouts, Varsity Scouts, and Venturing. There will also be a special emphasis during this period to significantly increase both the number of Hispanic youth involved in Scouting at all age levels and also the number of Hispanic adults involved in Scouting.

1. Develop a recruiting model, with supporting materials, to help districts and units increase market share. The model will vary for traditional Cub Scouts, Boy Scouts, Hispanic programs, Venturing, and LDS units.
2. Support the organization of new units that deliver quality programs.
3. Expand our use of innovative recruiting techniques that take advantage of technology in the Age of the Internet.
4. Expand our market share in the Hispanic community.
5. Meet National Standards of membership retention as they pertain to each age group.
6. Expand recruiting in our communities that have not traditionally been exposed to Scouting.
7. Implement the existing plan Neighborhood Plan within our Districts. On all key areas, develop a way to measure our progress.



Camping Program

The San Diego – Imperial Council camps will be known as premier camps with summer programs and year round opportunities that lend support to the programs developed by the units and their leadership.



1. Organize and develop a Campmaster Program to give unit support during camping events outside of summer camp.
2. Increase participation in high adventure activities by units and through Council events.
3. Develop camp programs that attract youth from our local troops and make our camps desirable to troops and packs outside our Council.
4. Increase non-Scout use of our facilities by outside organizations, such as military, school groups, service organizations, ROTC, church groups, festivals, etc.

Activities & Civic Service, Advancement, and Training Programs

The San Diego – Imperial Council will support unit leadership and programming so as to strengthen the unit's ability to provide well qualified, trained leadership and excellent programs. This will lead to informed leaders who will provide a strong program that will help retain youth in Scouting.

1. Develop an Advancement Plan that supports units and their ability to give guidance to parents and youth.
2. Develop a training strategy to insure all units' adult and youth leaders are properly trained in accordance with the training requirements established by BSA.
3. Create a portfolio of Civic Service & Activities that supports and encourages unit participation.



Properties

The San Diego – Imperial Council properties will be developed in order to support all areas of Scouting (Cub Scouts, Boy Scouts, Varsity, and Venturing) to allow units to offer excellent program opportunities for our youth.



1. Develop Mataguay Scout Ranch so it is attractive to Scouting groups throughout the region and known as a cutting edge, top rated facility.
2. Refurbish the Mataguay Retreat Center so it is a useful and attractive facility for outside organizations and Scouting groups to use as a training center.
3. Develop the Youth Aquatic Center into a year round camping and boating facility known throughout the Western United States as a premier instructional and recreational aquatic facility.
4. Secure a new office facility that is centrally located and owned by the Council so as to be more accessible to our customers and to more fully accommodate the daily business operations of the Council.
5. Create the San Diego adVenture program utilizing outside resources and the Youth Aquatic Center facility.

Talent Management

Scouting is rich in talented individuals who share a belief in the power of the program. Effective administration of this talent is essential if the program to reach its full potential. Staff and volunteers work in a unique partnership both focused on the same mission. This team, working in unison, makes up the backbone of the Scouting program and will ensure its success into the next 100 years.



1. Increase affiliation with service clubs and Scouting alumni to broaden our volunteer base.
2. Provide a timely connection to new volunteers with the council and district which supports them.
3. Assist and encourage new professionals by more effectively utilizing “PDL fast start” plan and encourage peer training.
4. Increase the number of professional staff to meet National standards.
5. Bilingual and bicultural staff will be added to support the growing ethnic populations in San Diego and Imperial Counties.
6. Management staff should include attention to camping and program to enhance our effectiveness in areas which affect retention of Scouts and Scouting families and volunteers.
7. Communication mechanisms will be provided and enhanced to provide volunteers an opportunity to communicate easily.
8. Satellite offices and materials will be made available at remote locations throughout the Council.
9. Non-paid personnel will be used in all areas that will improve service in the Council.

Marketing

It is the direct responsibility of the Marketing and Communications Committee to improve communications between volunteers and Council, to raise awareness of BSA programs and events in San Diego and Imperial Counties, and to expand the Council’s volunteer support base.



1. Increase communication between local units, the Council and the BSA Community at large.
2. Raise awareness of BSA programs and events in the local area.
3. Expand the Council’s volunteer support base.

Administration Services

The San Diego – Imperial Council will continually improve upon the support to our charter organizations and leadership through the use of current technology within a safe and healthy environment for its volunteers and employees.



1. Develop technology and standard operating procedures to improve the council's service to our customer.
2. To help reduce costs, the Council will work towards being self-sufficient in minor computer and Information Technology issues so as to not rely totally on outside vendors.
3. Set up a plan of action to help minimize / eliminate Council loss and lower insurance rates as it relates to risk management.
4. Develop a plan to keep the Council's technology current with today's standards, which will lead to improved services.

Finance

The San Diego – Imperial Council will have an integrated financial plan which encompasses fiscal management, fundraising, endowment, and expense allocation over the next five years.

1. Work with the Council Marketing Committee on an annual plan to integrate community fundraising efforts with an effective public relations campaign in order to raise the visibility of Scouting in the community.
2. Expand direct support through an increase in total donors.
3. Increase Council camping and activity revenue through greater usage of the facilities.
4. Conduct an annual evaluation of financial policies to insure effective stewardship of income and expense.
5. Through the Legacy Campaign, grow immediate and deferred endowment gifts by 300%.



Governance

It is essential that we govern our operations and the administration of our policies, practices, and procedures according to well understood rules of fairness, efficiency, and flexibility, while adhering to best practices. As our organization grows and progresses, our policies and procedures must allow us to be consistent, accurate, progressive, and transparent in order to meet the opportunities and challenges we face.

The San Diego – Imperial Council will establish a standing Governance Committee that will continually review, revise, organize, and codify its governance policies and procedures. It will make the policies and procedures understandable and will disseminate them in such a way that they are available to anyone who is interested. The organization and responsibility for decision-making will be clearly set out in writing, capable of being accessed and understood by all involved adult leaders and parents.



1. Gather and review all Governance policies, procedures and documents.
2. Develop a description of the Council organization with identification of proper levels of authority to make any particular decision, and make this available to leaders and other adults involved with the Council.
3. Make Council governance policies, procedures and documents easily accessible to all professional and volunteer leaders at every level as well as to interested parents.
4. Conduct periodic reviews of governance policies, procedures, and documents to update, improve and conform to best practices.