

BUILDING TO SERVE



STRATEGIC PLAN 2016-2020



BOY SCOUTS OF AMERICA®
SAN DIEGO-IMPERIAL COUNCIL



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

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|-------------------------------|------------------|-----------------------|-----------------------|
| Dick Kelly (Chair) | Bob Bolingbroke | Tony Brandenburg | Kelly Burt |
| Kent Cameron | Mark Filanc | Jim Gamett | Kevin Gordon |
| Elmer Heap | Sue Hodges | Dan Hom | Herb Johnson |
| Dan Mazzella | Stan Miller | Mike Sherman | Caren Tamkin |
| Dick Thorn | Bob Witt | VADM Charlie Wurster | Derek Hartley (Staff) |
| Dave Hodges (Staff) | Kent Lee (Staff) | Trent McClure (Staff) | Karl Shelton (Staff) |
| Tim Thomton (Scout Executive) | | | |

MEMBERSHIP TASK FORCE

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| Herb Johnson (Co-Chair) | Caren Tamkin (Co-Chair) | Hon. Jeff Bostwick | Bobby Brock |
| Bruce Doole | Ellen Marks | Robert Yslas | Derek Harley (Staff) |
| Trent McClure (Staff) | | | |

QUALITY PROGRAM TASK FORCE

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| VADM Charlie Wurster (Chair) | Ken Batson | Mary Bosworth | Mackenzi Lardie |
| Doris McCarthy | John McCutchen | Jacques Naviaux | John Shotwell |
| David Hodges (Staff) | Trent McClure (Staff) | | |

OPERATIONS TASK FORCE

- | | | | |
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| Dick Thorn (Chair) | Kevin Gordon | Sue Hodges | Dan Mazzella |
| Dennis Pate | Trent McClure (Staff) | | |

PROPERTIES TASK FORCE

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| Mike Sherman (Chair) | Ed Burr | Damien Esparza | Mark Filanc |
| Fred Grand | Mike Hall | Dale Long | Hon. Tim Tower |
| Karl Shelton (Staff) | Tim Thomton (Scout Executive) | | |

FINANCIAL STEWARDSHIP TASK FORCE

- | | | | |
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| Bob Bolingbroke (Co-Chair) | Scody Hage (Co-Chair) | Kent Cameron | Jim Gamett |
| Dawn Grob | Elmer Heap | Bob Witt | Kent Lee (Staff) |

EXECUTIVE SUMMARY

Many outstanding volunteer and professional Scouters worked together on the San Diego – Imperial Council's Strategic Plan for 2016-2020. 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 sets quantitative goals that are aligned with the criteria of the BSA's Journey to Excellence. In order to achieve these goals, specific action steps and milestones have been suggested; however, the council committees will continuously identify and execute appropriate actions that will help reach these strategic goals.

The strategic plan sets concrete, unifying goals for the entire council, but the council and district committees will have the flexibility to create innovative ways to achieve these goals. In this way, our strategic plan will empower our volunteers at all levels to work toward common goals while being dynamic enough to remain relevant to future opportunities and challenges.

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 people 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, adult leaders, and families we serve, building strong communities with more caring citizens.

STRATEGIC OBJECTIVES

The objectives contained in the Strategic Plan are presented for each of the major areas of the council's operations. These areas are aligned with the National BSA's Journey to Excellence criteria for Councils, and they address membership, quality program, operations, properties, and financial stewardship. The objectives help move us from where we are now toward our 5-year vision.



MEMBERSHIP

We will strive for annual increases in market share, registered youth and adults, and units in all of our programs: Cub Scouts, Boy Scouts, Varsity Scouts, Venturing, and Exploring. Using demographic data and realigned district boundaries, we will identify neighborhoods with potential for starting new units and for attracting new members. Particular emphasis will be directed toward serving the needs of underserved communities and ethnic groups through both the traditional programs and special programs, like STEM and Exploring.

- Market Share – Increase the total youth membership market share from 4.5% in 2015 to 6% in 2020.
- Adult Leaders – Increase the total number of registered adults from 6,755 in 2015 to 8,538 in 2020.
- Youth Members – Increase the number of registered youth from 15,677 in 2015 to 18,000 in 2020.
- Units and Posts – Increase the total number of units and posts from 624 in 2015 to 750 in 2020.

EXECUTIVE SUMMARY Cont.

QUALITY PROGRAM

In order to provide the best quality Scouting program, units need to encourage advancement, outdoor experiences, community service, and leadership training. We will take steps to achieve annual increases in rank advancement, camping, community service, and special activities. We will continue to emphasize training for adult leaders so that they are fully qualified to provide outstanding programs that will help retain youth in Scouting.

Cub Scout Advancement

Increase the percentage of Cub Scouts earning rank advancement from 69% in 2015 to 80% in 2020.

Boy Scout Advancement

Increase the percentage of Boy Scouts earning rank advancement from 40% in 2015 to 50% in 2020.

Cub Scout Camping

Increase the percentage of Cub Scouts participating in our camps from 44.7% in 2015 to 55% in 2020.

Boy Scout Camping

Increase the percentage of Boy Scouts participating in long-term camping from 57.2% in 2015 to 72% in 2020.

Community Service

Increase the amount of community service provided by Scouts, Explorers, leaders, and other participants from 7.9 hours per youth member in 2015 to 9 hours per youth member in 2020.

Leader Training

Increase the percentage of direct contact leaders who are trained from 42% in 2015 to 77% in 2020.

OPERATIONS

Scouting is rich in talented individuals who share a belief in the positive power of the program. Effective administration of this talent is essential if the program is to reach its full potential. We will emphasize increased direct involvement in unit and council activities by commissioners and council leadership. The San Diego-Imperial Council will work to increase the number of trained district volunteers who facilitate quality programs for Scouting units.

- Unit Contacts – increase the percentage of units receiving at least six logged visits on the Commissioner Tools system from 17.5% in 2015 to 40% in 2020.
- Council Leadership – regularly review and update council leadership of progress on the five annually targeted criteria to ensure that the council continually improves its operations.
- District Leadership – increase the average number of volunteers serving on district committees from 25.5 in 2015 to 33 in 2020.





PROPERTIES

The San Diego – Imperial Council properties will be responsibly developed and maintained in order to support all Scouting programs in offering excellent outdoor programs and opportunities for our youth. Long-range plans will be prepared in order to prioritize and coordinate development and to focus fundraising.

MASTER PLANNING

- Pursue new leases with the City of San Diego for Camp Balboa and the Youth Aquatic Center.
- Determine location of service center and prepare for construction.
- Prepare a general development plan for Camp Balboa to include the construction of a new service center and campgrounds.
- Prepare a general development plan for the Youth Aquatic Center to include a proposal for expanded property use.
- Establish an ongoing five year master plan process for each council program property to assure thoughtful, coordinated development activities (Balboa 2017-2022, Youth Aquatic Center 2018-2023, Mataguay 2019-2024).

ACQUISITIONS AND MANAGEMENT

- Pursue selective leased properties with San Diego County for program use as determined.
- Continue to pursue Mataguay Scout Ranch buffer lands through acquisition of neighboring properties by purchase or land exchange, as available.
- Through committee action, empower appropriate staff, volunteers, or professionals to assess non-program properties for their highest and best use and to take actions to realize this use.

FINANCIAL SUPPORT

- Pursue endowment gifts whose interest income will provide for ongoing maintenance of specific camp facilities.
- Secure funds for ongoing upgrades at camp through the Council Major Gifts Committee and Legacy Campaign.

EXPANDED USAGE

- Create beneficial community partnerships and relationships to increase outside (non-Scout) use of council facilities in order to generate revenue as well as gifts of materials and in-kind services.





FINANCIAL STEWARDSHIP

The San Diego – Imperial Council’s integrated financial plan supports the strategic objectives for membership, quality program, operations, and properties. It addresses council budgets, cash flow, debt reduction strategy and overall funding methods. We will increase the capacity of income and revenue generation through major budget items such as Friends of Scouting, special events, product sales and council programs. An increase in membership and family participation, along with continued efforts to recruit new community leaders and donors, will drive our success.

OPERATING BUDGET

- Develop and implement annual operating budgets that meet anticipated growth needs by increases of at least \$150,000 per year based on anticipated membership and program delivery objectives.
- Increase the annual budget for capital maintenance for all current properties and future needs.
- Increase the fundraising capacity for special events by annual assessments of each event to determine its feasibility to continue as well as to identify opportunities for ongoing growth.

CAPITAL

- Include the anticipated cost of ongoing maintenance as an endowment within the total cost of new capital projects.
- Develop sources and fiscal management practices to fund annual depreciation of physical assets. Annual depreciation expense is estimated at \$135,000.
- Utilize asset management software to determine ongoing maintenance and capital improvement needs.
- Resume Legacy Campaign efforts to fund building of a new council service center.

ENDOWMENT

- Establish annual targets for major gifts to support costs for operating, capital, and endowment, with an overall emphasis on unrestricted endowment and targeted opportunities that benefit annual operating and capital needs.
- Grow the council endowment over the next 5 years with new gifts totaling an increase of 25%.

FISCAL MANAGEMENT

- Reestablish a reserve fund of up to \$500,000 and quasi-endowment funds up to \$500,000 in order to manage the annual cash flow cycles of council operations.
- Continue to reduce the long-term note according to the current payment schedule. Consider larger payments after operating reserve and quasi-endowment objectives are fully funded.

