



# Los Padres

**Los Padres Council Strategic Plan As of April 24, 2015**

*Full Strategic Plan Created by OnStrategy*

## MISSION STATEMENT

The mission of the Los Padres Council, Boy Scouts of America is to prepare young people 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 best youth organization providing our local communities 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

Unlike any other youth serving agency, the Los Padres Council, Boy Scouts of America through fun and challenging programs is able to:

- Strengthen Family Relationships
- Teach Healthy Living Skills
- Foster Self-Esteem Through Personal Achievement
- Instill Leadership Skills in Young People

## STRATEGIC ISSUES

- 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 model the values of the Scout Oath and Law at all times through an increased number of quality, trained volunteers and staff in accordance with council bylaws and policies.
- 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.

## CUSTOMER SEGMENTS

### Youth Members

*Market Penetration*

### Chartered Organizations

*Product/Service Development*

### Current Donors

*Market Expansion*

### Alumni

*Diversification*

### Potential Membership

*Market Expansion*

### Potential Donors

*Product/Service Development*

Current registered youth participating in the programs offered by the Los Padres Council, BSA

Community organizations that partner with the Los Padres Council, BSA to provide quality, youth development programs for families.

Individuals, businesses, organizations, and foundations who demonstrate their belief in local Scouting programs and the benefit that they provide to the community.

Currently inactive youth, families, and community members who at some time in the past participated in a Scouting program including former Scouts, parents, camp staff, District or Board volunteers, and Unit Leaders.

Youth, families and community leaders who are not presently involved in Scouting, particularly with highly concentrated Hispanic and Asian communities.

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

# LOS PADRES COUNCIL STRATEGIC PLAN - AT-A-GLANCE

## PROGRAMS AND MEMBERSHIP STRATEGIC OBJECTIVES & COUNCIL GOALS

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### **1 Programs:**

- 1.1 Recruit a minimum of 5 Council Program Committee members plus 5 youth Activity Chairs to provide leadership to council activities [Scoutorama, Zombie Camp, etc.]
- 1.2 Conduct an annual program satisfaction survey to each - youth, parents, leaders and chartered partners to evaluate current programs and activities for a total of 4 annually.
- 1.3 Identify and adopt a thematic community service cause to be the annual focus of council community service projects with strategic partnerships throughout the council with organizations addressing this cause.
- 1.4 Increase annual council wide awareness of the Aims and Purpose of the Order of the Arrow by increasing the number of election team visits by 5%.

### **2 Membership:**

- 2.1 Recruit a minimum of 5 Council Membership Committee members plus one appointed District Membership Chair from each district.
- 2.2 Recruit at least 2 representatives from major Chartered Partner (LDS, Catholic, Methodist, etc.) to improve and strengthen program delivery and recruitment.
- 2.3 Increase the number of youth served in traditional membership to achieve Gold status on Council JTE Scorecard for 300 points.
- 2.4 Improve retention rate of youth members to achieve Gold Status on Council JTE Scorecard for 200 points.
- 2.5 Increase density of youth served to achieve Bronze level of Council JTE Scorecard for 100 points.
- 2.6 Conduct yearly Growth Planning Workshop to aid district membership teams in setting growth goals.

### **3 Camp Programs**

- 3.1 Recruit a Council Camping Committee consisting of at least one at large member per district and one appointed Camping Chair per District Committee.
- 3.2 Through camp promotions and program planning, increase the number of Boy Scouts experiencing a long-term resident camp to achieve Gold Status on Council JTE with 100 points.
- 3.3 Increase the number of Cub Scouts participating in a Day Camp, Resident Camp Family Camp or Shooting Sports day to achieve the Bronze level on Council JTE Scorecard with 25 points.

### **4 Advancement**

- 4.1 Recruit Council Advancement Chair to provide leadership to all Scouting advancement programs.
- 4.2 Through leader training increase the percentage of Cub Scout advancements to Silver status on the Council JTE Scorecard for 50 points.
- 4.3 Increase number of Boy Scouts achieving annual rank advancement to meet Gold status on the Council JTE Scorecard for 100 points.

## UNIT SERVICE / MARKETING / ADMINISTRATION STRATEGIC OBJECTIVES & COUNCIL GOALS

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### **5 Unit Service:**

- 5.1 Every unit will have a qualified Unit Commissioner to achieve Gold Status on Council JTE Scorecard for Unit Contacts with 100 points.
- 5.2 Train and avail every Commissioner to utilize the Commissioner Tools System to record Unit Visits for 100% of units.
- 5.3 Maximize unit re-chartering percentage in each district to improve the percentage of Unit Retention on Council JTE Scorecard to Gold status for 100 points.
- 5.4 Have fully functioning Cub Scout and Boy Scout District Round Tables in 4 districts to meet the needs of the units.

### **6 Marketing:**

- 6.1 Recruit a Council Marketing Committee consisting of 5 District Marketing Chairs and 5 additional at large Marketing Committee members to address areas of social media, Web site and printed collateral.
- 6.2 Conduct a minimum of 2 annual surveys of leaders to gauge support and recommend program direction.
- 6.3 Increase the percentage of council, district, and unit leaders promoting Scouting through authorized LPC sites to 24%.
- 6.4 Develop a new council Web site that is current and easy to navigate to improve communications to adults and youth.

### **7 Administration:**

- 7.1 Incorporate the National Customer Service model for council operations that will streamline services to youth, parents, leaders and chartered partners.

### **8 Professional and Support Staff**

- 8.1 Recruit and train 2 new District Executives to fill current vacancies over the next two years to provide to support district operations.
- 8.2 Recruit and train 3 new Program Aids to support District Operations and provide direct service to units.

### **9 Finance:**

9.1 Develop and implement a 3 year rolling council Operating and Capital budget with annual updates that is achievable and sustainable.

### **10 Properties**

10.1 Centralize Council Business Operations into one facility to improve service and financial sustainability.

10.2 Develop annually at least 3 new potential programs for Rancho Alegre to maximize use and profitability.

10.3 Conduct a Capital Campaign to generate \$2 million over 3 years for necessary support of council properties.

### **11 Fund Raising**

11.1 Increase Total Direct Revenue by \$350,000 to support membership and program growth within council.

11.2 Improve participation of families in Friends of Scouting campaign to 100% by utilizing varied campaign methods.

11.3 Increase the total gross dollars raised through special events to \$150,000.

### **12 Endowment**

12.1 Grow Council Endowment Fund to \$4.8 million by 2017 through new annual gifts and fund growth.

### **13 Leadership and Governance:**

13.1 Recruit Vice President of Alumni Relations to lead council alumni activation plan and recruit new district and council leadership.

13.2 Through District Nominating Committees recruit District Committee Key 8 positions - District Chair, District Commissioner, and Chairs for Training, Advancement, Membership, Marketing, Camping and Finance.

13.3 Hold annual Council Eagle Scout Recognition Dinner to recognize new Eagle Scouts and reconnect alumni back into the program.

13.4 Recruit a Standing Council Governance Committee of at least 4 individuals to continually review council policies and executive board practices and nominations.

13.5 Update Council By-Laws every two years with requirements outlined by the 990 non-profit tax filing and National BSA policies.

13.6 Develop Council procedures for processing, drafting and submitting board motions/approvals that engages review and recommendations by Council Governance Committee.

13.7 Conduct annual Executive Board retreat to include governing body expectations and training on their fiduciary and legal obligations.

### **14 Training**

14.1 Recruit leadership to fulfill NYLT Course Director and Youth Leadership succession plan for continual improvement and participant recruitment.

14.2 Recruit and fully staff Council and District Training Committees to meet training needs with a minimum of 5 per district.

14.3 Staff a High Adventure Training (HAT) team and conduct a council HAT Course twice yearly.

14.4 Utilize Council Leave No Trace Master Educator to train one person per district to teach LNT to units and raise awareness of LNT and awards.

14.5 Hold 2 Wood Badge Courses per year with Ventura County Council (spring & fall) with minimum of 30 participants each course.

14.6 Have 90% of direct contact unit leaders trained within three years for quality program delivery.

### **15 Risk Management**

15.1 Recruit one District Health and Safety Chairs per district to serve on Council Risk Management Committee to ensure safe and approved programs operating throughout the council.

15.2 Identify and conduct 3 activities that will lead to more special needs youth ability to participate in Scouting safely.

# LOS PADRES COUNCIL STRATEGIC PLAN - DETAIL

## PROGRAMS AND MEMBERSHIP STRATEGIC OBJECTIVES & COUNCIL GOALS

### 1 Programs:

<b>1.1 Recruit a minimum of 5 Council Program Committee members plus 5 youth Activity Chairs to provide leadership to council activities [Scoutorama, Zombie Camp, etc.] (Program/CMS Programs/Services) (12/31/14)</b>	Measure: Number of adult and youth committee members recruited.	EOY Target:
<b>1.2 Conduct an annual program satisfaction survey to each -youth, parents, leaders and chartered partners to evaluate current programs and activities for a total of 4 annually. (Program/CMS Programs/Services) (09/30/17)</b>	Measure: Number of council wide surveys conducted.	EOY Target:
<b>1.3 Identify and adopt a thematic community service cause to be the annual focus of council community service projects with strategic partnerships throughout the council with organizations addressing this cause. (Program/CMS Programs/Services) (12/30/17)</b>	Measure: Cause approved by Executive Board as Council Service Project	EOY Target:
<b>1.4 Increase annual council wide awareness of the Aims and Purpose of the Order of the Arrow by increasing the number of election team visits by 5%. (Program/CMS Programs/Services) (12/30/17)</b>	Measure: Percentage increase in number of election team visits held.	EOY Target:

### 2 Membership:

<b>2.1 Recruit a minimum of 5 Council Membership Committee members plus one appointed District Membership Chair from each district. (Membership) (02/28/15)</b>	Measure: Number of Marketing Committee members	EOY Target:
<b>2.2 Recruit at least 2 representatives from major Chartered Partner (LDS, Catholic, Methodist, etc.) to improve and strengthen program delivery and recruitment. (Membership) (12/30/17)</b>	Measure: Number of Chartered Partner representatives recruited	EOY Target:
<b>2.3 Increase the number of youth served in traditional membership to achieve Gold status on Council JTE Scorecard for 300 points. (Membership) (12/30/17)</b>	Measure: Points on Council JTE scorecard for Membership Growth	EOY Target:
<b>2.4 Improve retention rate of youth members to achieve Gold Status on Council JTE Scorecard for 200 points. (Membership) (12/30/17)</b>	Measure: Points on Council JTE scorecard for Youth Retention	EOY Target:
<b>2.5 Increase density of youth served to achieve Bronze level of Council JTE Scorecard for 100 points. (Membership) (12/30/17)</b>	Measure: Points on Council JTE scorecard for Market Share.	EOY Target:
<b>2.6 Conduct yearly Growth Planning Workshop to aid district membership teams in setting growth goals. (Membership) (12/30/17)</b>	Measure: Number of annual Growth Planning Workshops held.	EOY Target:

### 3 Camp Programs

<b>3.1 Recruit a Council Camping Committee consisting of at least one at large member per district and one appointed Camping Chair per District Committee. (Program/CMS Programs/Services) (02/28/15)</b>	Measure: Number of Camping Committee Members	EOY Target:
<b>3.2 Through camp promotions and program planning, increase the number of Boy Scouts experiencing a long-term resident camp to achieve Gold Status on Council JTE with 100 points. (Program/CMS Programs/Services) (12/31/17)</b>	Measure: Points scored for Gold Standard on Council JTE Scorecard for Boy Scout Camp	EOY Target:
<b>3.3 Increase the number of Cub Scouts participating in a Day Camp, Resident Camp Family Camp or Shooting Sports day to achieve the Bronze level on Council JTE Scorecard with 25 points. (Program/CMS Programs/Services) (12/30/17)</b>	Measure: Points on Council JTE Scorecard for Cub Scout Camping	EOY Target:

### 4 Advancement

<b>4.1 Recruit Council Advancement Chair to provide leadership to all Scouting advancement programs. (Program/CMS Programs/Services) (01/30/15)</b>	Measure: Council Advancement Chair recruited.	EOY Target:
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**4.2 Through leader training increase the percentage of Cub Scout advancements to Silver status on the Council JTE Scorecard for 50 points. (Program/CMS Programs/Services) (12/30/17)**

Measure:  
Percentage of Cub Scouts  
advancing reflected as Silver status  
on Council JTE

EOY Target:

**4.3 Increase number of Boy Scouts achieving annual rank advancement to meet Gold status on the Council JTE Scorecard for 100 points. (Program/CMS Programs/Services) (12/30/17)**

Measure:  
Points earned on Council JTE  
Scorecard for Boy Scout  
advancement

EOY Target:

**5 Unit Service:**

5.1 Every unit will have a qualified Unit Commissioner to achieve Gold Status on Council JTE Scorecard for Unit Contacts with 100 points. (Council Commissioner) (12/30/17) Measure: Points for Council JTE Scorecard for Unit Contacts EOY Target:

5.2 Train and avail every Commissioner to utilize the Commissioner Tools System to record Unit Visits for 100% of units. (Council Commissioner) (12/30/17) Measure: Percentage of Unit Visits recorded in Commissioner Tools EOY Target:

District Goals and Committee Goals	Measure	EOY Target	Start Date, End Date
5.2.1 Train all Commissioners in the Commissioner Tools program and track units contacts for all units within the Council (Council Commissioner)			09/17/14 12/30/17

5.3 Maximize unit re-chartering percentage in each district to improve the percentage of Unit Retention on Council JTE Scorecard to Gold status for 100 points. (Council Commissioner) (12/30/17) Measure: Points on Council JTE scorecard for Unit Retention EOY Target:

5.4 Have fully functioning Cub Scout and Boy Scout District Round Tables in 4 districts to meet the needs of the units. (Council Commissioner) (09/30/17) Measure: Number of Cub Scout and Boy Scout District Roundtables operating. EOY Target:

**6 Marketing:**

6.1 Recruit a Council Marketing Committee consisting of 5 District Marketing Chairs and 5 additional at large Marketing Committee members to address areas of social media, Web site and printed collateral. (Marketing) (03/31/15) Measure: Number of Council Marketing Committee members. EOY Target:

6.2 Conduct a minimum of 2 annual surveys of leaders to gauge support and recommend program direction. (Marketing) (09/30/17) Measure: Number of surveys conducted. EOY Target:

6.3 Increase the percentage of council, district, and unit leaders promoting Scouting through authorized LPC sites to 24%. (Marketing) (09/30/17) Measure: Percentage of council leaders and parents posting to council social sites. EOY Target:

6.4 Develop a new council Web site that is current and easy to navigate to improve communications to adults and youth. (Marketing) (08/31/15) Measure: New council Web site goes live. EOY Target:

**7 Administration:**

7.1 Incorporate the National Customer Service model for council operations that will streamline services to youth, parents, leaders and chartered partners. (Administration) (06/30/15) Measure: Percentage of staff cross trained in service plan. EOY Target:

**8 Professional and Support Staff**

8.1 Recruit and train 2 new District Executives to fill current vacancies over the next two years to provide to support district operations. (Administration) (12/31/15) Measure: Number of District Executive vacancies filled. EOY Target:

8.2 Recruit and train 3 new Program Aids to support District Operations and provide direct service to units. (Administration) (12/30/17) Measure: Number of Program Aids hired and trained. EOY Target:

**9 Finance:**

<b>9.1 Develop and implement a 3 year rolling council Operating and Capital budget with annual updates that is achievable and sustainable. (Finance) (12/30/17)</b>	Measure: Number of years council budgets developed.	EOY Target:
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**10 Properties**

<b>10.1 Centralize Council Business Operations into one facility to improve service and financial sustainability. (Properties) (01/01/16)</b>	Measure: Number of Council Service Centers.	EOY Target:
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<b>10.2 Develop annually at least 3 new potential programs for Rancho Alegre to maximize use and profitability. (Properties) (12/30/17)</b>	Measure: Number of new programs offered at Rancho Alegre yearly.	EOY Target:
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<b>10.3 Conduct a Capital Campaign to generate \$2 million over 3 years for necessary support of council properties. (Fund Development) (12/30/17)</b>	Measure: Capital dollars raised.	EOY Target:
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**11 Fund Raising**

<b>11.1 Increase Total Direct Revenue by \$350,000 to support membership and program growth within council. (Fund Development) (12/30/17)</b>	Measure: Dollars increase in Total Direct Revenue of Council Operating Budget.	EOY Target:
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<b>11.2 Improve participation of families in Friends of Scouting campaign to 100% by utilizing varied campaign methods. (Fund Development) (12/30/17)</b>	Measure: Percentage of families donating to Friends of Scouting.	EOY Target:
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<b>11.3 Increase the total gross dollars raised through special events to \$150,000. (Fund Development) (12/30/17)</b>	Measure: Dollars raised through special events.	EOY Target:
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**12 Endowment**

<b>12.1 Grow Council Endowment Fund to \$4.8 million by 2017 through new annual gifts and fund growth. (Fund Development) (01/01/17)</b>	Measure: Total value of Endowment Fund.	EOY Target:
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**13 Leadership and Governance:**

<b>13.1 Recruit Vice President of Alumni Relations to lead council alumni activation plan and recruit new district and council leadership. (Alumni Relations) (01/30/15)</b>	Measure: Vice President of Alumni Relations recruited	EOY Target:
<b>13.2 Through District Nominating Committees recruit District Committee Key 8 positions - District Chair, District Commissioner, and Chairs for Training, Advancement, Membership, Marketing, Camping and Finance. (District Operations) (06/30/15)</b>	Measure: Number of key District positions filled.	EOY Target:
<b>13.3 Hold annual Council Eagle Scout Recognition Dinner to recognize new Eagle Scouts and reconnect alumni back into the program. (Alumni Relations) (12/30/17)</b>	Measure: Number of annual dinners held.	EOY Target:
<b>13.4 Recruit a Standing Council Governance Committee of at least 4 individuals to continually review council policies and executive board practices and nominations. (Governance) (01/30/15)</b>	Measure: Number of Governance Committee members recruited.	EOY Target:
<b>13.5 Update Council By-Laws every two years with requirements outlined by the 990 non-profit tax filing and National BSA policies. (Governance) (12/30/16)</b>	Measure: Number of yearly reviews of Council By-Laws.	EOY Target:
<b>13.6 Develop Council procedures for processing, drafting and submitting board motions/approvals that engages review and recommendations by Council Governance Committee. (Governance) (03/31/15)</b>	Measure: Procedures completed for reviewing council motions.	EOY Target:
<b>13.7 Conduct annual Executive Board retreat to include governing body expectations and training on their fiduciary and legal obligations. (Governance) (12/30/17)</b>	Measure: Number of annual Executive Board Retreats held.	EOY Target:

**14 Training**

<b>14.1 Recruit leadership to fulfill NYLT Course Director and Youth Leadership succession plan for continual improvement and participant recruitment. (Program/CMS Programs/Services) (12/30/14)</b>	Measure: Adult and Youth leadership recruited for next three years of NYLT courses.	EOY Target:
<b>14.2 Recruit and fully staff Council and District Training Committees to meet training needs with a minimum of 5 per district. (Program/CMS Programs/Services) (06/30/15)</b>	Measure: Number of District Training positions filled.	EOY Target:
<b>14.3 Staff a High Adventure Training (HAT) team and conduct a council HAT Course twice yearly. (Program/CMS Programs/Services) (12/30/15)</b>	Measure: Number of HAT courses held yearly.	EOY Target:
<b>14.4 Utilize Council Leave No Trace Master Educator to train one person per district to teach LNT to units and raise awareness of LNT and awards. (Program/CMS Programs/Services) (12/31/15)</b>	Measure: Number of Leave No Trace instructors recruited.	EOY Target:
<b>14.5 Hold 2 Wood Badge Courses per year with Ventura County Council (spring &amp; fall) with minimum of 30 participants each course. (Program/CMS Programs/Services) (12/30/16)</b>	Measure: Number of Wood Badge Courses held.	EOY Target:
<b>14.6 Have 90% of direct contact unit leaders trained within three years for quality program delivery. (Program/CMS Programs/Services) (12/30/16)</b>	Measure: Percentage of direct unit leaders trained.	EOY Target:

**15 Risk Management**

<b>15.1 Recruit one District Health and Safety Chairs per district to serve on Council Risk Management Committee to ensure safe and approved programs operating throughout the council. (Administration) (06/30/15)</b>	Measure: Number of District Health and Safety Chairs recruited.	EOY Target:
<b>15.2 Identify and conduct 3 activities that will lead to more special needs youth ability to participate in Scouting safely. (Administration) (09/30/15)</b>	Measure: Number of special needs activities held.	EOY Target:



## APPENDIX A: STRATEGIC PLANNING TERMS

Strategic Planning Term	Definition
<b>Core Values/Guiding Principles</b>	How people want to behave with each other in the organization. Value statements describe actions that are the living enactment of the fundamental values held by most individuals within the organization. What are our guiding principles, as a group, to adhere to no matter what?
<b>Core Purpose/Mission Statement</b>	The organization's core purpose. Why do we exist?
<b>Vision Statement (5+ years)</b>	Where you are headed — your future state — your Big, Hairy, Audacious Goal. Where are we going?
<b>Competitive Advantages</b>	A characteristic(s) of an organization that allows it to meet their customer's need(s) better than their competition can. What are we best at in our market?
<b>Organization-Wide Strategies</b>	Your strategies are the general methods you intend to use to reach your vision. A strategy is like an umbrella. It is a general statement(s) that guides and covers a set of activities. You can develop strategies for your whole organization, a department, a specific set of activities, or a guiding statement for a year. No matter what the level, a strategy answers the question "how."
<b>Long-Term Strategic Objectives (3+ years)</b>	Long-term, broad, continuous statements that address all areas of your organization. If you have a five-year vision, these would be three- to four-year intermediate guideposts on the way there. What must we focus on to achieve our vision?
<b>Short-Term Items (1 year)</b>	Short-term items that convert the Strategic Objectives into specific performance targets. Effective goals clearly state what, when, who and are specifically measurable — they are Specific, Measurable, Attainable, Responsible person, time bound (SMART). What must we do to achieve our long-term Strategic Objectives?
<b>Key Performance Indicators (KPIs)</b>	Metric and non-metric measurements essential to the completion of an organization's goals. Each organization narrows the possible list down to a manageable group of KPIs that make the most difference to performance. KPIs are linked to goals. How will we know we have achieved our goals?