

LA SALLE COUNCIL STRATEGIC PLAN

2011-2015

La Salle Council Strategic Plan 2011 - 2015

Mission of La Salle Council

It is the mission of La Salle Council to develop character and values in youth in a setting that emphasizes outdoor experiences.

Mission of the Boy Scouts of America

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.

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.

2011–2015 Strategic Pillars

IMPACT & PARTICIPATION:

Scouting's programs reach and make a life-changing difference with kids of all backgrounds and communities.

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.

BUILDING OUR BRAND:

The Boy Scouts of America is known and valued by the people of our nation. Our brand is so recognized and respected that it empowers our members and enables our success.

DYNAMIC & RELEVANT PROGRAM:

Scouting's programs are exciting, culturally relevant, and appealing to today's youth; attracting them at an extraordinary rate and retaining them longer.

INNOVATION & TECHNOLOGY:

Scouting uses innovation and technology to support the strategic pillars and to increase the impact and potency of the Scouting movement. All members of Scouting are connected with the right information and technology tools anywhere, anytime, to any device.

YOUTH ADVOCACY & STRATEGIC RELATIONSHIPS:

The Boy Scouts of America is recognized as an advocate for youth and youth issues. We are known by our members and America's families and communities as a resource for leadership, encouragement, and programs that benefit our country's youth. The strategic relationships of the BSA extend far beyond those with our traditional chartered organizations and keep Scouting relevant and adaptive.

LEADERSHIP EXCELLENCE & CULTURE:

Scouting's youth, volunteer leaders, and employees exemplify leadership excellence across all aspects of the movement.

Impact & Participation

Scouting's programs reach and make a life-changing difference with kids of all backgrounds and communities.

Strategic Objectives & Goals

Objective 1 (*corresponds to National Objective II*):

To increase our market share at all levels (unit, district, council) through a robust and comprehensive approach to **diversity** and inclusion of minorities, women, and underserved groups.

Strategies:

1. Increase the number of scouts and scouting units in underserved urban and rural areas of the Council based on current unit demographics and local density (market share).
2. Target minority faith based organizations as Chartering Organizations for Scouting units.
3. Recruit minority community leaders -- with special emphasis on the African American and Hispanic communities -- to serve on district committees and the Council Board.

Goals:

1. Attain an annual increase in overall Market Share as well as an increase within each of our key African American and Hispanic demographics.
2. Annually improve retention rate of Traditional Youth by 1% per year.

Objective 2 (*corresponds to National Objective IV*):

To introduce more comprehensive **recruiting strategies**, bringing in an increased number of youth to participate in the dynamic and exciting programs of scouting

Strategies:

1. Find ways to continue as many school visitations as possible while continuously identifying and implementing alternative methods to recruit youth.
2. Develop a strong enough knowledge of the interest, needs and wants of each of our customer demographics to enable us to match our recruiting methods and strategies to that customer base.
3. Focus on recruiting and training expanded District Membership Teams in order to better support unit recruiting needs.
4. Recruit former scouts as leaders through student internship/work study programs at the beginning of the academic year.

Goals:

1. Attain an increase in Traditional Membership of at least 2% per year.
2. Expand Scouting by increasing Traditional Units at least 2% per year.

Resources and Finances

La Salle Council Scouting has robust and reliable funding models to ensure a solid foundation

Strategic Objectives & Goals

Objective 1

Achieve sustainable annual growth in Council operating income to drive significant membership and program growth.

Goals:

1. *Increase Council generated income by \$50,000 per year over 2011 levels for each of the next 5 years (2012-2016).*
2. *Add 2 youth serving executives (YSE) over the next 10 years, with 1 YSE added by 2016 and 1 additional YSE added by 2021. (a YSE-could be 2 part-time people also, pending circumstances)*
3. *The additional income and YSE will be directed toward growing youth membership by 2% annually (2012-2016).*

Measures of Success

1. *Council Journey to Excellence progress*
2. *Annual Council generated income increases*
3. *Increased Youth Servicing Executive(YSE)*
4. *Annual youth membership increases*

Objective 2

Increase Endowment Commitments (and/or cash) by \$1,200,000 in 5 years to approximately \$4,200,000.

Objective 3

Increase in Community Friends of Scouting by \$10,000 annually (so it surpasses Family FOS within 5 years).

Objective 4

Increase camps support endowment by \$10,000 / year (2012-2016).

Objective 5

Increase net camp income by 5% per year on average, or by 25% through 2016

Objective 6

Increase product sales 75K through 2016 (5.0% annually)

Resources and Finances

Objective 7

Increase year round utilization of LaSalle Council camp properties by 5% annually, as measured by camper days

Objective 8

Develop strategies to ensure the financial strength and sustainability of the Council, its programs, properties and staff.

Building Our Brand

The Boy Scouts of America is known and valued by the people of our nation. Our brand is so recognized and respected that it empowers our members and enables our success.

Marketing activities will foster effective communications to convey strategies, values and successes of the LaSalle Council of the Boy Scouts of America to internal and external markets and to meet the needs of front-line leaders – and our achievements will be measured through satisfaction surveys and Journey to Excellence. Specifically in 2011-2012, our activities will emphasize the support of membership and finance activities.

Strategic Objectives & Goals

Objective 1

Develop a comprehensive assertive Marketing and Public Relations plan that supports our Mission of reaching, recruiting and retaining more youth and adults.

Strategies:

1. Provide directions and guidelines for District Marketing Committee as well as staff training.
2. Provide District Marketing Committees tools and training for district and unit level support.
3. Promote Council events council wide through a variety of media sources, i.e. psa's on radio and TV., newspaper articles, website, Facebook, cable, etc.
4. Interface with the Innovation & Technology committee to use the website as a p.r./marketing tool.
5. Use the BSA p.r./marketing tools where possible
6. Piggyback on all national events where possible
7. Create community partnerships / strategic alliances within the districts (social agencies, schools, before and after school programs etc.)
8. Streamline the newsletter- Decide on future direction/plan by 12-31-10- ideas include:
 - a. Add an executive summary- (target marketing/educating to needs & interests)
 - b. Put a list of topics on the front page so you can find the article that apply/interest you
 - c. Send out more newsletters with fewer pages
 - d. Use weekly e-newsletter
9. Investigate the p.r./marketing done by other Councils (or best practices)
10. Establish relationships with media sources in each district
11. Continue to focus on camping promotion-
12. Key focus on membership growth & retention, especially fall recruitment
13. Ensure that the Council Marketing Committee has representation from different areas of marketing, i.e., advertising, print company, television, radio, print, etc.

Goals:

1. *Craft a message directed to youth for their appropriate age*
2. *Craft a message for the adults (parents or potential parents)*
3. *Craft a message for the community and their donors*
4. *Craft messages for each of our culturally diverse audiences*
5. *Have at least a part time staff person responsible for marketing*

Innovation & Technology

Scouting uses innovation and technology to support the strategic pillars and to increase the impact and potency of the Scouting movement. All members of Scouting are connected with the right information and technology tools anywhere, anytime, to any device.

Strategic Objectives & Goals

Objective 1

Enhance the website to include Marketing as well as Communications.

Strategies:

1. Make the website more reader friendly, spreading copy over several pages
2. Use the URL address on every piece of communication that is sent out.
3. Use social media to market upcoming events. Important to keep current/updated.
4. Take reservations for events on the website- (Will do with new National website template, is the plan.

Dynamic and Relevant Program

Scouting's programs are exciting, culturally relevant, and appealing to today's youth; attracting them at an extraordinary rate and retaining them longer.

Strategic Objectives & Goals

Objective 1

Organize a year round Council and District leadership training program.

Goal:

100% trained "direct contact" leaders by 2014

Objective 2

Build on existing camping programs (Cub Scout Day Camp, Webelos & Cub Resident Camp, and Boy Scout Summer Camp) to achieve increased participation in camping/outdoor activities by all age groups

Strategies:

1. Increase participation in council Venturing and Exploring programs by 14-20 year old youth.
2. Implementation o new camp programs for youth members every "X" years?
 - a. Rock climbing (wall)
 - b. Orienteering programs / competitions
 - c. Scouting triathelon
 - d. e-gaming event

Goal:

Exceed the national average by 2014

Objective 3

Increase the percentage of LaSalle Council Cub and Boy Scouts who achieve rank advancement.

Goal:

Be at the "Gold Level" standard in both by 2014 in the journey to excellence.

Objective 4

Culturally oriented programs (African-American, Hispanic, Asian, other?)

Objective 5

e-Skill program(s) or events

Youth Advocacy & Strategic Relationships

The Boy Scouts of America is recognized as an advocate for youth and youth issues. We are known by our members and America's families and communities as a resource for leadership, encouragement, and programs that benefit our country's youth. The strategic relationships of the BSA extend far beyond those with our traditional chartered organizations and keep Scouting relevant and adaptive.

Strategic Objectives & Goals

Objective 1

Establish a Council Committee to investigate "issues" key to youth with the intent of recommending Advocacy programs

Strategies:

1. La Salle Council-NESA Eagle Scout identification and advocacy (Alumni)
2. Environmental education programs at La Salle Council Service Center

Goals:

1. *"Scouting's Gift to America" planning for LaSalle Council – Developed list of service opportunities in Council communities?*
2. *Annual meeting of youth with state & national leaders (Indiana/Michigan Senate & House Representatives – also Gov. or Lt Gov)?*

Objective 2

Establish a Strategic Relationship with Schools / school systems service partnerships (Units, Districts, Council)

Objective 3

Develop relationships with area business leaders

Objective 4

Interface or support of "non-scouting" youth organizations

Objective 5

Establish a Strategic Relationship with Service Clubs (communities, region)

Leadership Excellence & Culture

Scouting's youth, volunteer leaders, and employees exemplify leadership excellence across all aspects of the movement.

Strategic Objectives & Goals

Objective 1

Significant increase in leadership quality, participation and community influence of Council and District leadership

Strategies:

1. Council KEY 3 electronic Question/Answer Box or program
2. Council key 3 annual meeting and Q&A with District Key 3s (one of the Quarterly District Operations meetings?)

Objective 2

Succession planning for Council and District leadership

Goals:

1. *A robust volunteer leadership corps that ensures quality council, districts & units*
2. *Maintain one field staff member per 40-60 units we serve*

Objective 3

All new Council and District volunteers are trained within 3 months

Goal:

The 9 Key Positions in the District are filled with involved and active Volunteers

Objective 4

Develop scholarship or support to send a leader to PTC each year
(Annual SPL conference for Council Troop leaders)