



2014-2018 Strategic Plan

San Francisco Bay Area Council

Boy Scouts of America

2014-2018 Strategic Plan

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Introductory Letter

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Dear Friend of Scouting:

With this 2014 – 2018 Strategic Plan, the San Francisco Bay Area Council demonstrates its commitment to remaining a positive force in the Bay Area, and to increasing the potential of this organization to make a lifelong impact on the youth in our area.

The development of this plan involved scores of volunteers over a multi-year period. During the planning process, the organizational structures of our Council were examined and changes were identified to make it more efficient, while also improving program quality. In the plan you will find that needs are identified that will enhance our Council's ability to deliver a value-based program, as well as actions that have the potential to influence Scouting on every level.

With all of your support, this Council has delivered an impressive set of accomplishments in recent years; see our accomplishments page at the end of this report, yet so much remains to be done! With this plan, we have the opportunity to recommit ourselves to several critical objectives: robust membership growth, sustained financial development, improved community relations, increased support for diversity and a growing multi-cultural demographic, as well as focused endowment growth. Recommendations to achieve these goals are discussed herein.

The bottom line - our common goal - is to reach more youth, and through a top quality Scouting program, increase access to all the benefits this time-honored, life-building program provides. Thank you for your support of the critical issues and recommendations described in this plan as they come together to form our Council mission.

Sincerely,



Bree A. Bowman
Strategic Planning Development Chair



Kenneth C. Mehlhorn
Scout Executive/CEO

Plan Design Standards

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Every Scout deserves a quality program that helps build solid character and creates lasting memories. The following standards helped the committee as they considered each recommendation found herein. The successful Council will:

- Achieve the Journey to Excellence Award, and a majority of districts and units will achieve JTE as well,
- Recruit and support the strongest volunteer board in the community,
- Ensure that all BSA programs are available throughout the Council's territory,
- Maintain district committees at full strength and deliver all programs and services,
- Maintain a full, recognized and effective commissioner staff in each district,
- Experience growth through vision, a Strategic Plan, an Annual Operations Plan, and a 5-year Financial plan
- Maintain financial stability including annual balanced budgets, endowment growth, and capital and fiscal management,
- Create community awareness through aggressive marketing,
- Provide quality program support for all units in camping, advancement, training, activities, and high adventure, and,
- Provide quality service through an efficient service center, quality camping properties and an effective professional and support staff.

Councils are chartered by the Boy Scouts of America to deliver all Scouting programs to the youth in their areas. They do this by building a strong Council that recruits strong leadership, provides adequate financing, has quality programs, maintains a full staff, and commits to expanding the Scouting program to more chartered organizations and youth.

Strategic Plan

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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.

Future Statement

In Scouting's second century, we will build the leaders of tomorrow. Scouting's dynamic and engaging journey beckons to America's young people. Our exciting programs and outdoor adventures will inspire lives of leadership, character, and service. Relevant and adaptive, we will become a trusted advocate for youth. Our adult volunteers and employees will be widely admired for their leadership excellence. The San Francisco Bay Area Council will be strong and financially secure. True to our mission, the Council will reflect our service territory in its ethnic diversity, and will shape our nation by developing responsible citizens.

Pillars

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Leadership Excellence & Culture:

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The San Francisco Bay Area Council’s youth, volunteer leaders, and employees will exemplify leadership excellence and highest integrity across all aspects of the movement.

Innovation & Technology:

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The San Francisco Bay Area Council will use innovation and technology to support the pillars of the strategic plan and to increase the impact and potency of the Scouting movement. All members of Scouting will be connected with the right information and technology tools anywhere, anytime and to any device.

Impact & Participation:

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The San Francisco Bay Area Council’s programs will reach and make life-changing differences with youth of all backgrounds and communities.

Dynamic & Relevant Programs & Properties:

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The San Francisco Bay Area Council’s programs and properties will be exciting, culturally relevant, and appealing to today’s youth; they will attract youth at an extraordinary rate and retain them longer. All camps and their program components will operate using sound business models.

**Building a Positive Image through Youth
Advocacy & Strategic Relationships:**

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The San Francisco Bay Area Council will be recognized regionally as an advocate for youth and youth issues. We will be known by our members and their families and communities as a resource for leadership, encouragement and programs that benefit our youth. The strategic relationships of the San Francisco Bay Area Council will extend beyond those with our traditional chartered organizations and keep Scouting relevant and adaptive.

Resources & Finances:

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The San Francisco Bay Area Council will be financially sound in terms of its operations, its capital replacement and investment needs, and its endowment. Funding will not be a barrier to providing ongoing programs that fulfill our mission.

LEADERSHIP EXCELLENCE & CULTURE

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Our Vision

The San Francisco Bay Area Council's youth, volunteer leaders, and employees will exemplify leadership excellence and highest integrity across all aspects of the movement.

Objective 1: The San Francisco Bay Area Council's Executive Board will model leadership excellence in its active governance, resourceful commitment, and visionary guidance.

Strategy 1: The Council will develop a strategy for recruiting and training board members from top leaders in major "top tier" businesses in the communities we serve.

Tactics/Goals:

- *The Council will conduct surveys of the current board and adjust the focus of our Nominating Committee to recruit towards filling identified needs in 2014 for the 2015 Nominating Committee cycle.*
- *The Council will promote and implement best practices for corporate governance.*
- *The Council will develop a practice of openness through two-way communication with the board and make available prior to business meetings all discussion materials. Begin no later than June 2014.*
- *The Council will hold regular board retreats and other supplemental activities to train and connect new and existing board members. Make sure all board members are properly trained for their roles. Begin in 2014 or 2015.*

Strategy 2: The Council's Executive Board will strive to model diversity similar to its members and, as much as possible, the communities which we serve, both ethnically and demographically.

Tactics/Goals:

- *The Council will strive to recruit board members that represent our Council's Total Available Youth (TAY) ethnic and demographic makeup in order to assist us in reaching into those particular communities in our service area. Begin with the Nominating Committee Process of 2014.*
- *The Council's Nominating Committee will consider a wide range of criteria for board membership including, but not limited to: professional affiliation, board memberships, local leadership positions held, e.g., local office, participation and active community involvement.*
- *The Council will implement new methods to re-engage board and alumni in support of Scouting during 2014 and 2015.*
- *The Council will develop a system to track and measure board participation in areas of importance, e.g., gifting, participation on committees, active attendance at meetings as well as other demographic features mentioned above.*

Strategy 3: The Council's Executive Board will be "the board to be on" in the community.

Tactics/Goals:

- *At the board committee level each chair and officer will be assigned a senior staff member to serve in an advisor, mentor and supporting role.*
- *The Council will conduct regular surveys designed to identify the elements and components necessary to become the strongest board possible during 2014.*
- *All board members will have assignments for which they are trained and held accountable and will include appropriate recognitions for achievements.*
- *The Council will create a set of subtle and public name identification and recognition tactics which identify members of the board as being affiliated with Scouting and the Council.*

Objective II: The San Francisco Bay Area Council will attract, recruit, develop, reward, and retain talented individuals who will provide excellent professional leadership and management to Scouting.

Strategy 1: The Council will reward excellent employee performance with training, empowerment, added responsibility and compensation comparable to that available in the private sector.

Tactics/Goals:

- *The Council will develop and implement new methods for attracting and recruiting qualified individuals who, before they begin working for us, understand the demands and expectations of the work so they are better positioned to become long-term, high-impact employees with a career path.*
- *The Council will maintain aggressive salary and benefits for district executive-entry-level positions, e.g., at least 2-3% salary change pool in addition to the norm each year.*
- *Front-desk and first-contact personnel will make a desirable first impression for all people contacting the Council and represent the “best face” of the movement.*
- *The Council will devise ways that allow all employees to feel rewarded by training and empowering them to fulfill their roles at a level beyond the required minimum; providing all employees a comfort level which allows them to offer suggestions for improvements outside of their particular roles.*

Strategy 2: The Council will encourage and provide Scouting professionals the opportunities to take advantage of enhanced training opportunities.

Tactics/Goals:

- *The Council will encourage professionals to take advantage of Wood Badge, High Adventure Training (HAT), Commissioner Basic, and other “volunteer” training in addition to regular Professional Development Level (PDL) trainings made available through the Center for Professional Development (CPD).*
- *The Council will encourage professionals to participate in other training activities and professional development opportunities, e.g., exchanges for a day with other Councils and continuing education.*

Strategy 3: The Council will grow the unit-serving District Executive staff in each District with an eye toward reflecting the diversity of the area the executive will serve.

Tactics/Goals:

- *The Council will develop the budget to accommodate additional executives to be assigned in certain districts 2014-2018. (See Impact & Participation).*
- *The Council will consider ways and take steps to economize and streamline budgeted services, e.g., banking, insurance, etc. in order to free up additional resources to be applied towards unit-serving executive staff by December 2015.*
- *The Council will examine the employee organization chart and determine subsets within the organization where better understanding of what the role each employee plays is the primary focus. (e.g., urban services could be a subset; employees with similar work issues and requirements could be a subset).*

Objective III: The San Francisco Bay Area Council will design for itself and embrace a culture that enables it to deliver on the vision for Scouting's future. The Council will make adjustments to be relevant and adaptive to the needs, preferences, and demands of an ever-changing society.

Strategy 1: The Council will develop a Council Mission Statement or slogan (tag line) that represents our Council.

Tactics/Goals:

- *The Executive Board will develop the Mission Statement at a retreat as part of a team-building exercise. Begin in 2015.*
- *The tag line will be used in our literature, publicity, and other pieces to rally support and let people know in a short message what we believe and teach.*

Strategy 2: The Council will enhance its staff and volunteer understanding of the environments in which they serve taking special care to remember that the Bay Area in which the Council serves is a multi-cultural, dynamic and changing area.

Tactics/Goals:

- *The Council will prepare and present a multi-cultural seminar with staff and volunteers at least annually. Begin in 2014.*
- *At least once per year, in context of our annual membership planning conference, the Council will spend time reviewing our Tapestry Study made available through the National BSA to identify areas of service needs. Begin in 2014.*

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INNOVATION & TECHNOLOGY

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Our Vision

The San Francisco Bay Area Council will use innovation and technology to support the pillars of the strategic plan and to increase the impact and potency of the Scouting movement. All members of Scouting will be connected with the right information and technology tools anywhere, anytime and to any device.

Objective I: The Council will continue to stay current, upgrade and improve its technology to meet ongoing program objectives and business needs of the organization and the community.

Strategy 1: The Council will organize an Information Technology (IT) Committee.

Tactics/Goals:

- *A Technology Committee (Tech Com) will be created and trained and will understand the software and hardware protocols set forth by the national BSA by December 2014.*
- *The Tech Com will develop a “roadmap” (detailed in Strategy 2 of Objective 1) by mid-2015.*
- *The Tech Com will identify business partners to assist in fulfilling the technology needs of the Council, e.g., hardware-Gifts in Kind, software and expert services.*
- *The Tech Com will develop standardized guidelines for support of unit and district webmasters by end of 2015.*

Strategy 2: The Council will include funding in its annual budget for information technology.

Tactics/Goals:

- *The Council will develop an Acquisition and Replacement “roadmap” that addresses the on-going needs of replacing and upgrading its computer systems on a regular basis by mid-2015.*
- *The “roadmap” will be evaluated such that an appropriate amount of the Council’s annual budget will be allocated to IT.*

Objective II: Youth, adult volunteers, parents and employees will be provided with innovative technology web tools and resources that enhance the overall Scouting program.

Strategy: The Council will utilize technologies and other communications platforms being used by today’s youth and adults.

Tactics/Goals:

- *The Council will integrate its use of online reservation systems for camping and program activities in a way that best supports the needs of parents and units. Begin in 2014 and continue.*

- *The Council will actively communicate with its members using current technologies such as Facebook, Twitter, texting, its web pages and periodic electronic newsletters (begin in 2014 and continue).*
- *The Council will work to gather e-mail addresses of parents, leaders and Scouting Alumni to support the Voice of the Scout program (annual improvement in gathering by 3-5%).*
- *Council employees will be provided the software and training necessary to do their jobs in an effective manner.*

Objective III: The San Francisco Bay Area Council will utilize innovation to ensure that it stays market-focused and relevant to today’s youth.

Strategy: The Council will actively pursue STEM (Science, Technology, Engineering and Mathematics) initiatives for youth in the area to stimulate interest in the sciences.

Tactics/Goals:

- *The Council will champion the BSA STEM Nova program at the Council, district and unit levels-See Dynamic & Relevant Programs & Properties Pillar Strategy 4 of Objective II.*

IMPACT & PARTICIPATION

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Our Vision

The San Francisco Bay Area Council’s programs will reach and make life-changing differences with youth of all backgrounds and communities.

Objective I: The San Francisco Bay Area Council will measure its success by the increase in a positive, difference-making impact it has made in the lives of youth.

Strategy 1: Analyze retention results by program and by district to establish a starting baseline. Resulting data is to be used to identify best practices and to develop an as needed-corrective or proactive action plan to achieve our objective.

Tactics/Goals:

- *The Council will strive to grow traditional and Exploring membership by an average of 2% each year with a goal of ending 2018 with 11,056 youth served.*
- *The Council will review its retention analysis at least annually and will incorporate nationally and regionally identified best practices in the annual membership plan.*
- *The Council will meet its retention rate each year by achieving the Journey to Excellence silver standard.*

Objective II: The San Francisco Bay Area Council will increase its market share through a robust and comprehensive approach to diversity, inclusion of minorities, young women and other underserved groups.

Strategy 1: The Council will use cultural awareness concepts in identifying and recruiting chartered partners which serve diverse sectors of our population.

Tactics/Goals:

- *The Council will develop and implement a diversity plan using the BSA-provided template by end of 2014.*
- *In order to understand, communicate with, and effectively interact with people from different cultures the Council membership committee will implement a local training course in Cultural Competency with the help of the National Impact Group by June 2015.*

Strategy 2: The Council will recognize that the membership of our diverse community is well served by integrating diverse units.

Tactics/Goals:

- *The Council will develop reliable metrics to measure its reach into the rich diversity of the community by year-end 2016.*

Strategy 3: The Council will extend *Exploring* outreach to a broader spectrum of community stakeholders.

Tactics/Goals:

- *The Council will continue to support the new Learning for Life (LFL) board.*
- *The Council will explore creating a separate 501(c) (3) for LFL in our Council by the end of 2015.*
- *The Council will develop a list of target business and career based groups for each district by June, 2014.*
- *The Council will start and maintain at least 15 net additional Explorer posts to at least 40 by 2018.*
- *The Council will start and renew at least 25 middle school Explorer clubs by 2018.*

Strategy 4: The Council will aggressively recruit youth in non-public-school groups including affinity groups, e.g., home schooled, *Boys and Girls Clubs* and sports teams etc.

Tactics/Goals:

- *The Council will identify and create recruiting opportunities in all non-public charter schools and private schools in each district by year-end of 2015.*
- *The Council will identify and create recruiting opportunities in other youth-serving groups, such as Boys and Girls Clubs, where recruiting may be welcomed by them, in each district by year-end of 2015.*

Objective III: The San Francisco Bay Area Council will increase its net membership by retaining youth in the Scouting program.

Strategy 1: The Council will develop a streamlined Webelos-to-Scout transition program to retain youth in the program.

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Tactics/Goals:

- *Each district will recruit and train a Webelos to Scout transition chair by June of each year.*

Objective IV: The San Francisco Bay Area Council will introduce additional comprehensive recruiting strategies, bringing in an increased number of youth to participate in the dynamic and exciting programs of Scouting.

Strategy 1: The Council will partner with non-traditional groups to increase the visibility of Scouting in underserved areas.

Tactics/Goals:

- *The Council will expand recruiting among affinity groups and seek collaboration with other youth serving organizations by 2014.*

Strategy 2: The Council will emphasize the use of *Cultural Competency* skills when recruiting families.

Tactics/Goals:

- *The Council membership committee will enlist the help of the National Impact Group in the use of Cultural Competency Skills to develop skills to work with diverse groups that would benefit from the Scouting program.*

Strategy 3: The Council will improve the ratio of youth-serving executives to total available youth.

Tactics/Goals:

- *The Council will improve the ratio of youth-serving executives to total available youth to 1:13,000 by 2017. Current ratio is (1:22,000)*
- *The Council will transition our current field staff specialty positions which include one part time and two full time positions into line field positions (District Executives) by 2016.*

Objective V: Districts and units will have tools and metrics to effectively assess their performance against the San Francisco Bay Area Council's commitment to positively impact youth and adults and to deliver tangible outcomes as a result of their being in scouting programs.

Strategy 1: The Council will assure a clear understanding of the *Journey to Excellence* (JTE) program.

Tactics/Goals:

- *The Council membership committee will establish clear retention goals for field service personnel by 2014*
- *The Council membership committee will utilize Tapestry Research, Inc. data when planning each year's membership plan to help drive recruitment in underserved communities.*
- *The Council will explore means to gather youth demographic data by 2015.*

Objective VI: The San Francisco Bay Area Council will attract, recruit and train adult volunteers at all levels in order to sustain growth and provide a quality program.

Strategy 1: The Council will use Program Service Agreements* (PSA) to guide volunteer recruitment in all Direct Service Scouting units.

*A Program Service Agreement is a simple contract between the Council and its Direct Service Units (units heavily subsidized with funding from the Council) whereby over a period of time such units strive to become self-sufficient with stable non-Council funding streams as well as their own capable and trained leadership.

Tactics/Goals:

- *The Council will have clear volunteer participation goals in a written agreement with each chartered partner by year-end of 2015.*
- *The Council will monitor and implement the PSA's monthly by June 2015.*

DYNAMIC & RELEVANT PROGRAMS & PROPERTIES

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Our Vision

The San Francisco Bay Area Council's programs and properties will be exciting, culturally relevant, and appealing to today's youth; they will attract youth at an extraordinary rate and retain them longer. All camps and their program components will operate using sound business models.

Objective I: The San Francisco Bay Area Council's programs will match what today's youth desire and need in an exciting way.

Strategy 1: The Council will conduct surveys of programs offered by non-Scouting athletic and outdoor experiential learning organizations to identify contemporary program elements consistent with Scouting's methods that merit consideration for inclusion in our own programs.

Tactics/Goals:

- *The Council will identify and adopt outdoor industry best practices with respect to development and operation of outdoor program elements by June 2016.*
- *During summer camp, the Council will survey adult volunteers and youth regarding the attractiveness of proposed new program elements, and put into service pilot program elements to test their suitability by June 2017 and ongoing.*

Objective II: The Council will become known as the premier outdoor program provider and educator of, among other things, environmental stewardship, STEM (Science, Technology, Engineering, and Mathematics), and personal health and fitness.

Strategy 1: The Council will evaluate program offerings at our camps on an ongoing basis and adjust program content to ensure utilization of best practices and regular introduction of new program elements that are attractive to youth and provide character-building challenges.

Tactics/Goals:

- *Annually, the Council will utilize a portion of available capital improvement funds to develop new exciting program elements (e.g., climbing, zip line course, waterfront, ATV, etc.) by June 2016.*
- *The Council will identify summer camp program elements as either Core (e.g. merit badges required for Eagle) or Optional (e.g. craft-related merit badges and skills-related challenges), and rotate optional elements offered on an annual basis to provide variety and encourage repeat participation. Have in place by June 2016.*
- *The Council will identify elements of summer camp programs that can be made available for year-round weekend campers on a scheduled basis during the spring and fall by June 2016.*

Strategy 2: The Council will actively promote unit participation in high adventure activities that involve physical conditioning and experiential training as prerequisite to participation.

Tactics/Goals:

- *The Council will promote unit and provisional unit participation at BSA National High Adventure Bases that provide fitness-oriented programming including Philmont Scout Ranch, Florida Sea Base, Northern Tier and the Summit Bechtel Reserve by January 2015.*
- *The Council will promote the BSA 50-Miler Afoot & Afloat Award to encourage units to undertake high adventure activities that involve physical challenges by January 2015.*
- *The Council will provide adult volunteer's access via the Council's website to High Adventure Training, Winter Awareness Training, and mentoring as well as provide examples of plans for troop and crew high adventure activities by January 2015.*

Strategy 3: The Council will develop outdoor awareness and environmental stewardship orientation programs based on BSA literature and provide these programs to Council constituencies and to partnering youth-serving organizations to promote outdoor experiential learning and fitness programs among youth.

Tactics/Goals:

- *The Council will provide non-Scout community access to outdoor awareness and environmental stewardship orientation courses via the Council's website and social media outlets by January 2015.*
- *The Council will make outdoor awareness and environmental stewardship orientation courses available to partnering youth-serving organizations in conjunction with the weekend use of the Council's camps by non-Scout groups. Begin by January 2016.*

- *The Council will make the Council's camps available to Northern California School Districts for weekday outdoor experiential learning and/or overnight camping during the spring and fall seasons by January 2017.*

Strategy 4: The Council will actively pursue STEM (Science, Technology, Engineering, and Mathematics) initiatives for youth in the area to stimulate interest in the sciences.

Tactics/Goals:

- *The Council will champion the BSA STEM Nova program at the Council, district and unit levels.*

Objective III: The Council will build tomorrow's leaders through comprehensive youth leadership development curricula.

Strategy 1: The Council will actively promote semiannual presentation of unit level youth leadership training courses in troops and crews including Troop Leadership Training (TLT), Den Chief Training, Crew Officer Orientation, and the Introduction to Leadership Skills for Crews (ILSC).

Tactics/Goals:

- *The Council Training Committee, District Training Chairs, Unit Commissioners and Roundtable Commissioners will actively provide semiannual presentations to troops and crews of all available youth leadership training courses by January 2015.*
- *The Council will provide an online mechanism whereby new adult volunteers can request that they be assigned an online mentor to assist them with presentation of unit level youth leadership training courses by January 2016.*
- *The Council will provide opportunities for youth leaders to practice leadership by facilitating their participation in District and Council activities by January 2016.*

Strategy 2: In collaboration with surrounding councils, the Council will actively promote and enable presentation of National Youth Leadership Training (NYLT) on a semiannual regional basis so as to maximize the number of youth participants.

Tactics/Goals:

- *The Council will offer NYLT courses at least twice a year utilizing multiple formats (1 week and/or 2 weekends) and venues as needed, to maximize the number of youth participants by September 2015.*
- *At least once a year, the Council will offer a weekend course to attract potential youth participants that are unable to attend a week-long course by September 2016.*
- *At least once a year, the Council will offer a week-long course that begins on Monday to encourage participation among the LDS Church youth by January 2017.*
- *To ensure adequate adult leadership and to expand NYLT offerings the Council will recruit at least four new adult leaders for NYLT each year.*

Strategy 3: The Council will actively promote participation of NYLT graduates in the National Advanced Youth Leadership Experience (NAYLE) presented at Philmont Scout Ranch as well as at Regional or Area NAYLE courses in the future.

Tactics/Goals:

- *At the conclusion of every NYLT course the Council will distribute promotional materials for NAYLE and have a recent NAYLE participant describe the experience at the training. Begin by June 2014.*
- *The Council will acquire electronic contact information for NYLT participants and utilize E-mail and social media to promote participation by January 2015.*
- *The Council will encourage potential NYLT youth staff members to participate in NAYLE before serving on NYLT staff by January 2015.*

Objective IV: Adult volunteers and youth leaders in every unit and district will be trained and actively engaged in providing an outstanding Scouting program.

Strategy 1: The Council will enable the use of internet websites and social media to provide on-demand training for youth leaders and adult volunteers.

Tactics/Goals:

- *The Council will provide an online mechanism whereby new adult volunteers can request that they be assigned a mentor to assist them with training related questions by December 2017.*
- *The Council will provide new adult volunteers electronic access via the Council's website and Scouting.org to Fast Start, Youth Protection, Leader Specific, and This-Is-Scouting training programs by December 2014.*

Strategy 2: The Council will enable the use of internet websites and social media in addition to regular BSA program publications to provide on-demand annual program planning support to adult volunteers and youth leaders.

Tactics/Goals:

- *The Council will provide electronic access to examples of effective pack, troop and crew meetings to facilitate quality programming by December 2015.*
- *The Council will provide electronic access to examples of effective pack, troop and crew annual programs to facilitate quality programming December 2016.*
- *The Council will enable virtual monthly Roundtables with real time WebEx-like online access to discussions and presentations, as well as access to recorded Roundtables for on-demand viewing by December 2017.*

Strategy 3: The Council will enable the use of internet websites and social media, in addition to regular BSA program publications, to provide on-demand outdoor program planning support to adult volunteers and youth leaders.

Tactics/Goals:

- *The Council will provide new adult volunteers electronic access via the Council's website to Outdoor Leader Skills training and other outdoor training opportunities by January 2015.*

- *The Council will provide access to adult volunteers via the Council's website to High Adventure Training, (HAT) and samples of plans for effective troop and crew high adventure outings by January 2016.*
- *The Council will provide access via its website to detailed examples of troop and crew high adventure plans involving participation at BSA National High Adventure Bases including Philmont Scout Ranch, Florida Sea Base, Northern Tier and the Bechtel Summit Reserve by January 2017*

Objective V: The Council's properties will become very appealing to a wide range of users from several surrounding Boy Scout Councils. These properties should be kept up to date and in top condition for the Scouts and Scouters using them.

Strategy 1: The Properties Committee will comprehensively evaluate the status and the needs of all the Council's properties.

Tactics/Goals:

- *Through the Properties Committees in-depth evaluation a comprehensive unified long-range master plan will be developed with sub sections that include individual discussions for each of the Council's properties.*
- *The long-range master plan will include the follow elements:*
 - *Basic long-range definition of use, e.g., high adventure, weekend use, training use, horse camp, bike camp, etc.*
 - *Infrastructure Maintenance Schedule and Future Needs, including: drinking water, sanitation, electrical, communications (cell and land), internet (wired and wireless), and gas/fuel.*
 - *Conservation Plan.*
 - *Roads and trails Maintenance Schedule and Future Needs plan.*
 - *A Buildings-and-Structures Maintenance Schedule and Future Needs plan.*
 - *Future adjacent property acquisition needs and wishes.*
 - *Guidelines for acquiring or accepting property when opportunities arise.*
- *The Council will submit the plan to be adopted by the San Francisco Bay Area Council Executive Board by December 2015.*
- *Such plan will be submitted to all County and State regulatory agencies from whom approval is needed by December 2016.*
- *The above Plan Development with the necessary approvals, may take 2-5 or more years; therefore it is understood that current development and building projects will continue.*

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BUILDING A POSITIVE IMAGE THROUGH YOUTH ADVOCACY & STRATEGIC RELATIONSHIPS

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Our Vision

The San Francisco Bay Area Council will be recognized regionally as an advocate for youth and youth issues. We will be known by our members and their families and communities as a resource for leadership, encouragement and programs that benefit our youth. The strategic relationships of the San Francisco Bay Area Council will extend beyond those with our traditional chartered organizations and keep Scouting relevant and adaptive.

Objective 1: By expanding its role as a leading advocate for youth issues, the Council will create an environment in which our programs can succeed.

Strategy 1: The Council will recruit a Vice President of Public Relations and Marketing to lead a standing Council Sub-Committee charged with strengthening, broadening and deepening the image and advocacy identity of the Council by December 2014

Tactics/Goals:

- *The Council will establish the Public Relations and Marketing sub-committee with members who are directly and indirectly tied to Scouting as well as prominent members of other organizations by 2014.*
- *The Council will identify and develop consistent, relevant, and appropriately branded messages for multicultural markets, including but not limited to: African American, Afghani, East Asian, Hispanic, Islamic, and Pacific Islander by December 2015.*
- *The Council will educate new and existing Board members, volunteers and employees about the Council brand by May 2016.*

Strategy 2: The Council will develop a volunteer and professional structure under the Vice President of Marketing and Public Relations that gives leadership to Scouting's youth advocacy initiatives.

Tactics/Goals:

- *The Council will create (or become a part of an ongoing and recognized) Youth Advocacy Panel (YAP) that includes Council board members, Council professionals, representatives of the districts, youth members and other qualified non-affiliated youth advocacy leaders by January 2015.*
- *The YAP will meet with local government agencies to discuss greater involvement of Scouts & Learning for Life as part of their youth advocacy programs by September 2015.*
- *The YAP will develop alliances with Public Departments (such as the parks and recreation departments of cities) for community service projects and involvement in other programs by December 2015.*
- *The YAP will meet quarterly beginning January 2015.*

Objective II: The Council will become a recognized advocate for health and fitness for all youth and adults.

Strategy 1: The Council will implement a program similar in scope to the BSA's SCOUTStrong program as a platform to increase local awareness that the Council is an advocate for youth in the area of health and fitness.

Tactics/Goals:

- *The Council will launch a multi-year health and wellness campaign using a new or existing program to promote active lifestyles and healthy eating for our youth and adult members by June 2015.*
- *The Council will explore opportunities for youth involved in Scouting to participate in physical activity (before, after or in addition to regular meetings) by June 2016.*

Objective III: The Council will take a leadership position as an advocate for youth leadership, community service, environmental stewardship and sustainability.

Strategy 1: The Council will strengthen our position as a leading provider of youth leadership training, environmental stewardship and sustainability.

Tactics/Goals:

- *The Council will promote youth leadership training to non-affiliated youth and adults in the areas we serve and begin to collaborate with other youth organizations by September 2015.*
- *The Council will encourage more Scouts each year to earn the Environmental and Sustainability Merit Badges.*
- *The Council will establish strategic relationships with state and local government agencies focusing on leadership training, environmental stewardship and sustainability by December 2016.*

Strategy 2: The Council will create or build-up strategic partnerships with non-governmental organizations (NGO's) and government agencies to build cooperative community service initiatives.

Tactics/Goals:

- *The Council will publicize Eagle Service Projects directed at public facilities to create awareness of scouting in the community by June 2014.*
- *The Council will develop strategic alliances with more governmental agencies like East Bay Regional Parks for community service projects by September 2014.*
- *The Council will expand our community service projects beyond the Scouting for Food drive to assist in alleviating other identified needs in our communities by January 2015.*
- *The Council will establish strategic relationships with state and local government agencies focusing on community service initiatives by December 2016.*

Objective IV: Scouting will become "cool" with youth.

Strategy 1: The Council will position Scouting to appeal to today's youth.

Tactics/Goals:

- *The Council will increase youth and adult registration in Voice of the Scout (VOS) year over year to utilize BSA’s methodology of tracking our messages and their effectiveness to our current members.*
- *Using the results from the VOS surveys, the Council will highlight the positive points in developing a Council-specific marketing plan geared toward the general public. It will be reviewed annually.*
- *Using the marketing plan based on the VOS survey, the Council will develop a multi-dimensional marketing approach (print, e-mail, website, blog, Facebook, Twitter, etc.) to implement the marketing plan.*
- *The Council will develop a plan to conduct a survey with non-Scouting youth on the appeal or lack of appeal in joining Scouting.*

Strategy 2: The Council will embed Scouting in Youth Culture

Tactics/Goals:

- *The Council will develop and implement a youth-targeted multimedia campaign during 2016-2017 designed to increase youth awareness of Scouting programs and develop appeal.*

RESOURCES & FINANCES

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Our Vision

The San Francisco Bay Area Council will be financially sound in terms of its operations, its capital replacement and investment needs, and its endowment. Funding will not be a barrier to providing ongoing programs that fulfill our mission.

Objective I: The Council will become financially secure due to its robust and sustainable funding sources; the Council will intelligently and effectively exploit new operating resources to address current and future needs of all its operations with a focus on *Friends of Scouting Campaigns*.

Strategy 1: The Council will emphasize *Friends of Scouting* at all levels as our primary and most important operational funding source and, in collaboration with all districts, departments and annual events, leverage our relationships to establish a top level *Development Committee* made up of board and non-board members by December 2014.

Tactics/Goals:

- *The Council will have an active Development Committee made up of fund-raising committee chairs, i.e., Friends of Scouting (FOS), Special Events, Popcorn, etc., along with other individuals who will meet regularly to support and enhance these revenue sources and provide other insights to sustain existing revenue sources and to provide new avenues of revenue generation and civic/community partnership.*

- *The Council, in partnership with local funders, foundations and individuals, will raise the funds necessary to fulfill its operating budget.*
- *The Development Committee will establish and transmit a “Fair Share” formula with volunteers from each district by June of 2014 for the 2015 campaign in order to distribute the funding needs of the campaign equitably across the Council.*

Strategy 2: The Council, through its *Friends of Scouting* principal operational fund development strategy, is committed to the concept of *Strategic Giving* e.g., Major Gifts/Giving for the purpose of identifying and securing additional sources of very large or Major gifts for operational funding.

Tactics/Goals:

- *The Council will create a compelling new Case for Support document that highlights and markets ‘sizzling’ existing and new Council programs by June 2014.*
- *The Council will identify and secure a leadership gift for a new matching major gifts campaign which facilitates the identification and solicitation of additional and new and existing donors by June 2014.*
- *The Council will conduct a successful new Major Gifts Campaign that elevates the current understanding of a major gift by December, 2014.*

Strategy 3: The Council, through *Friends of Scouting* (its principal operating income source) will emphasize and focus on the *Family FOS* portion of the overall effort by incorporating an in-depth, unit by unit solicitation program/strategy vs. a broad presentation strategy.

Tactics/Goals:

- *The Council will increase the participation rate of Scouting families in the FOS program by an average of 3-5% each year.*
 - *Fully staff the FOS Committees in all fundraising campaigns.*
 - *Provide effective training for Council volunteers and staff.*
 - *Provide effective training on a District level for presenters and unit FOS Coordinators.*
 - *Identify the FOS fundraising needs of all traditional units and create appropriate customized strategies for those units.*
- *The Council will increase the participation of non-family or community sources in the FOS program by an average of 3-5% each year.*
 - *Fully staff Council level FOS Committees by August of each year for the following years’ campaign.*
 - *Provide effective training for volunteers and staff by October of each year for the following years’ campaign.*

Strategy 4: The Council will identify, evaluate, qualify, and recommended new, sustainable sources of operating revenue and support through special events, activities and sales programs which, when combined with existing sources, will ensure full funding of the Council through 2018.

Tactics/Goals:

- *The Council will study the viability of the current fundraising campaigns and events and determine the need for adding additional events by 2014 and into 2015.*
- *The Council will evaluate existing events annually and, if necessary, develop new indicators of financial performance at each of the District, Council and event levels to improve effectiveness.*
- *The Council will establish ground rules for benefits, activities and district level events by August 2014.*

Objective II: The Council will become financially secure due to robust and sustainable Capital and Endowment funding sources. The Council will intelligently and effectively exploit new Capital and Endowment resources to address its current and future needs.

Strategy 1: The Council will keep pace with current and future capital needs of the Council.

Tactics/Goals:

- *The Council will determine the long-term capital funding needs of the program and properties committees (upon completion of their long-range purchase, improvement and maintenance plans).*
- *The Council will launch and complete either a limited capital campaign to provide for current accumulated needs of the Council's properties or will plan for and complete a larger more robust effort, depending upon the needs determined in goal 1, strategy 1, objective II.*

Strategy 2: The Council will keep pace with the current and future endowment needs of the Council.

Tactics/Goals:

- *The Council will have an active and qualified Endowment Committee that seeks to secure new cash and deferred gifts.*
- *The Council's Endowment Committee will commit to make a minimum of 12 cultivation calls on qualified endowment prospects (each year).*
- *The Council will adopt a \$5,000,000 endowment goal to be raised by 2018. A portion will be raised in cash (\$1,000,000) and the balance will be raised in longer term commitments such as statements of bequest, portions of Life Insurance policies and other planned giving instruments.*
- *The Council will establish modest endowment development goals to be accompanied with the necessary training for all professional staff; each District will hold one "Home Hosted Endowment Event" or similar each year.*
- *The Council will develop and conduct an Endowment Event by 2015 that "tells the BSA story" and cultivates new donors while continuing to extend thanks and appreciation to current endowment donors.*

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Objective III: The Council will commit to the highest standards of stewardship, governance and transparency. It will also ensure that the Executive Board has the personnel with the capacity, committees and administrative systems in place to help the Council succeed.

Tactics/Goals:

- *The Council will continue to operate with a balanced budget, appropriate cost structures, and implement the fiscal controls necessary to achieve the objective by December 2014.*
- *The Council will maintain a strategy for recruiting and training “top tier” board members from major businesses in the communities we serve.*
- *The Council will assess the current board and focus new member recruiting on filling vacancies with an emphasis on identifying members who can assist in the various development functions of the Council beginning 2013 for 2014.*
- *The Executive Board will review the past Gift Acceptance Policy and make necessary changes to ensure that only gifts beneficial to the ongoing operations of Council are accepted by 2015.*

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Council Accomplishments through 2013

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Dedicated scouting volunteers and professionals made great strides in achieving the goals set out in the Council's last Strategic Plan. Highlights of the accomplishments include:

- The Council achieved balanced growth each year while serving on average, almost 20,000 youth in nearly 500 packs, troops, teams, crews, groups and posts. The Council grew the number of adult volunteers at all levels to more than 3,900 per year (average). With *Learning for Life* included almost twelve percent of available youth were served.
- More than 65% of the Council's units and ½ of all Districts regularly achieved the annual Quality Award, now called Journey to Excellence (JTE). The Council became a Quality Council three times during the last plan and a Gold JTE Council in 2011 and 2012.
- The Council budget was balanced each year with surpluses. Family and District FOS Enrollment remained steady. New Gift-in-Kind and Sporting Clays campaigns were created. Overall FOS enrollments kept pace, ranging from \$812,000 to \$980,000 gross during each of the prior three years. Total revenue from self-generated funds also kept pace with budgeted needs at an average of \$2.3 million per year and exceeded \$14.5 million over the prior seven years.
- Tens of thousands of nights were camped by Cubs and Scouts and their leaders during the period of the last Strategic Plan. Camp Royaneh and Wente Scout Reservation continued to be among the most heavily used summer camping facilities in Northern California. More than 1580 Eagle badges were presented since 2006 representing 14% of all Eagle badges presented by the Council since 1915. Thousands of Cubs, Scouts and Venturers participated in good turns throughout the Council service area, collecting millions of items of clothing, eyeglasses and food stuffs.
- Hundreds of improvements, spending several million dollars, were made at our three camping properties, including the refurbishment or new construction of dozens of structures. The week-long attendance at the summer camps averaged more than 280, with an average overall summer attendance of almost 4,250 Scouts, per year.
- The 21,597 sq. ft. Youth Leadership Training Center (YLTC) in San Leandro became Scouting's new home in 2001 when the Council moved from Hegenberger and Enterprise Way in Oakland. This wonderful facility for Scouting was completely paid off in 2009. The YLTC has made a huge difference in the Council's ability to serve its ever increasing membership base. The 2,100 sq. ft. Scout Shop, located within the YLTC is receiving high praise and has made greater sales.

The Strategic Plan Development Committee

Sincere thanks is extended on behalf of the Executive Board to the many Unit, District and Council volunteers, professionals and support staff who spent hundreds of hours on the plan development.

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**Impact & Participation-Dan Walters
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2014-2018 Strategic Plan

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San Francisco Bay Area Council Boy Scouts of America

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