



# Strategic Plan

2006-2010



# Introduction

The 2006–2010 Strategic Plan—“2010: When Tradition Meets Tomorrow”—is a culmination of several factors. Our 100-year history, changing social dynamics, and the direct input of Scouting volunteers and professionals from around the country all provided the necessary insight to create a blueprint that will serve as the foundation for how we face our tomorrow.

As we began the development of the National Strategic Plan, we asked the hard questions and we took a hard look at the world around us to gain a true understanding of what Scouting means today in the lives of those we seek to invite to our organization.

From the insight gained, we developed a plan based upon five pillars supported by measurable, specific goals. This Strategic Plan is process-driven and geared toward bridging the gap between our honored past and our dynamic future.

Our mission has not changed, nor have the principles of Scouting. However, we realize our methods must adapt to meet the needs of time.

On the following pages you will find the five pillars of the plan and their specific, measurable goals. Use them as a guide as you develop or update your local council strategic plan. It is up to each of us to ensure the next 100 years of Scouting are as relevant in helping to define the fabric of American culture as our last century.





# Mission

The mission of the 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.

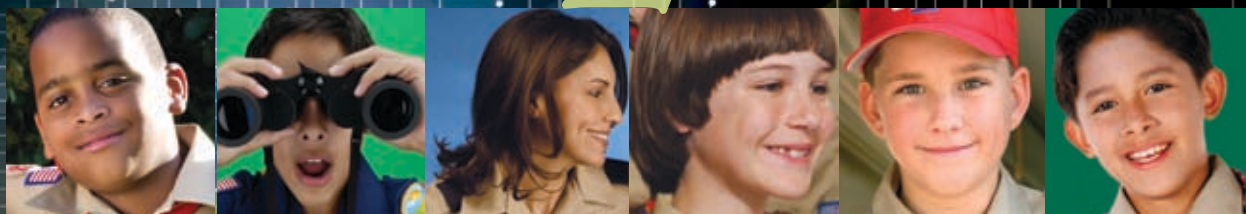
# Vision

The Boy Scouts of America will prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law.



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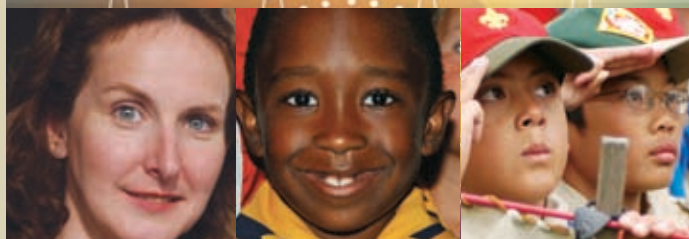
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# Five Guiding Principles of the Plan

Every phase of the National Strategic Plan is supported by an overriding objective that will guide the tactical efforts outlined in the years leading up to the year 2010. These principles affect every phase of our organization and are the pillars that will support the mission and vision of the Boy Scouts of America.

- Every eligible youth has an opportunity to be involved in a quality Scouting experience.
- The number of engaged, accountable volunteers is dramatically increased at all levels of Scouting.
- Every local council is fiscally sound.
- Local, regional, and national chartered organizations and strategic alliances are identified and engaged.
- Enough of the right professionals are identified, developed, and retained in the right positions at all levels, with a focus on diversity.

## DID YOU KNOW?

At the end of 2005, market share for traditional members was 9.8 percent.

Last year, 991,023 new young people joined Scouting.

Member retention was at 65.4 percent at the end of 2005.

We organized 8,926 new units in 2005.

## Every Eligible Youth Has an Opportunity to Be Involved in a Quality Scouting Experience

In its original charter, Congress charged the Boy Scouts of America to make its program available to all who are eligible, but recognized that young people must become members to derive the benefits available from the Scouting program. Those who administer the program must, therefore, serve the membership and also actively and purposefully recruit new members.

True to that tradition, our objective remains the same today.

As such, the measure of our success is in achieving the following goals:

- Increase market share and/or growth.
- Increase the number of new members.
- Improve member retention.
- Increase the number of units.

Accomplishing these goals in today's marketplace is increasingly difficult. Our population is more diverse and our leadership model is changing. As a result, one of our first tasks is to find out more about our various ethnic populations.

Our new market study focusing on Hispanic/Latino Americans, African Americans, and Asian Americans will help us understand the perceptions of the BSA in these communities. In addition, we will gain a better understanding of their needs

related to programs for youth and explore authentic messaging that resonates in each community. This information coupled with other program-specific research will serve as our guide in strengthening Scouting.

Over the next five years, we will also

- Develop through research and best methods new concepts and playbooks for effective execution of roundup plans in every district.
- Help volunteers establish a mandate and mind-set that untrained leadership meeting with young people is unacceptable.
- Examine core elements of national Quality awards and establish measurements that unit leaders embrace.
- Involve far more volunteer resources in marketing and selling the benefits of Cub Scouting to families through multiple venues.
- Provide a specific mission for the Order of the Arrow to help deliver a more “outdoors” message along with their increased support of troop and council camping programs.
- Improve the effectiveness of all adult leader training.
- Deliver a comprehensive set of marketing tools aimed at parents that communicate the benefits and values of Scouting.



## DID YOU KNOW?

In the entire United States, there are approximately 20 million Gen Xers (ages 28–39 in 2005) and 60 million millennials (ages 20–27 in 2005).

Fifty-eight point seven percent (58.7 percent) of units achieved Quality status in 2005.

The average district committee has 16.5 registered members.

Twenty-eight point four percent (28.4 percent) of councils were Quality Councils in 2005.

Twenty-six point four percent (26.4 percent) of districts were Quality Districts in 2005.

Forty percent (40 percent) of direct contact leaders were trained in 2005.

## The Number of Engaged, Accountable Volunteers Is Dramatically Increased at All Levels of Scouting

The success of Scouting depends on having enough engaged volunteers who are responsive to the needs of the program on a local, regional, and national level.

The measure of our success is in achieving these goals:

- Add 1 million new volunteers.
- Increase the number of Quality Councils, Districts, and Units.

To add these needed new volunteers, it is imperative that we understand the issues that face them and the beliefs they harbor from a generational perspective. This group of potential volunteers falls into the Generation X and Y population and will serve as the foundation of our emerging volunteer pool.

To do this, we are launching a research project titled the Generation X and Y Parent Study (parents under the age of 40). This study will also explore how involved Generation X and Y parents expect to be in their children's activities. From this we will determine the key motivators for initially volunteering. Continued volunteering will also be explored in this study.

This research will help us design a marketing plan to launch our campaign in 2008 to recruit 1 million new volunteers.

Once we have increased our baseline insight through research findings, our tactics for accomplishing these goals are to

- Develop a marketing plan to reach new adult volunteers.
- Develop and launch a national parent initiative, integrating the program into existing literature.
- Increase the capacity of volunteers to conduct more quality outdoor program offerings.
- Enhance volunteer skills and engagement through increased training opportunities.
- Enhance volunteer skills and support by leveraging communications opportunities.
- Elevate the status of volunteers who produce sustained results through enhanced recognition and increasing the tenure of all volunteers.



## DID YOU KNOW?

Overall, total support and revenue increased 8.3 percent between 2004 and 2005.

Nationally, total direct support increased by 1.4 percent between 2004 and 2005.

Friends of Scouting increased by 4.4 percent from 2004 to 2005.

Total revenue increased 15.7 percent from 2004 to 2005.

Investment income from local council endowment funds was up 16.7 percent in 2005 over 2004.

## Every Local Council Is Fiscally Sound

Program objectives have a greater chance of being met when councils have the resources to achieve them. In addition, having a strong financial foundation allows leadership to focus on long-term strategic plans that provide for the full realization of our covenant to the communities we serve.

Every council must continuously position itself to raise sufficient funds to fulfill its mission, manage those funds effectively and efficiently, and ensure the council has incorporated a culture of good governance.

The measure of our success is in achieving these goals:

- Reduce the number of councils with annual operating deficits.
- Increase local councils' unrestricted assets.
- Increase local councils' endowment fund assets.

The tactics to accomplishing these goals are to

- Launch a financially sustainable council project (FSCP).
- Conduct FSCP training with all area directors.
- Develop a tracking tool for help with projecting councils' year-end deficit/surplus.
- Incorporate financial planning into first-time Scout executive orientation.
- Develop fund-raising software enhancing donor relationships management, Web-based fund-raising, and campaign management (with the Information Systems Division and the National BSA Foundation).

- Conduct a new national training conference dedicated to fund-raising best methods.
- Develop and conduct new workshops on budgeting and cash flow management.
- Create a new recognition program aimed at all fund-raising resulting in increased net assets.
- Launch a raising-more-money project for 16 test councils.
- Complete fund-raising volunteer recruitment and donor solicitation.
- Develop a new video on financing the unit.
- Revise BSA capital campaign materials to reflect current methods; incorporate financial tools for better management of campaigns.
- Develop and publish an executive board assessment tool.
- Significantly increase the number of councils that achieve the National Endowment Achievement Award.
- Increase the number of councils that use the regional endowment counsel to call on prospects and their advisers, and conduct seminars.
- Increase the number of council staff and board members who receive training in endowment and major giving, with state-of-the-art training tools and methods.
- Ensure that all councils receive revised BSA endowment campaign materials and resources and are trained in how to use them.
- Create marketing plans based on BSA program outcomes that communicate Scouting's return on investment.

## DID YOU KNOW?

The largest number of units are chartered to religious organizations (64.4 percent), followed by civic organizations (24.6 percent) and educational organizations (11 percent).

Councils reported in 2005 that 21 percent of new units are organized principally by volunteers.

The top reasons councils gave for achieving unit growth in 2005 were having a more effective new-unit organization plan and improving unit retention.

## Local, Regional, and National Chartered Organizations and Strategic Alliances Are Identified and Engaged

Establishing alliances and dialog with other organizations extends our message and increases our opportunities to reach more youth. Historically, chartered organizations have been the lifeblood of the Boy Scouts of America, and having access to the leadership of these organizations strengthens our network of supporters who believe in the character-building values of Scouting.

The measure of our success is in achieving the following goals:

- Increase the number of chartered organizations.
- Identify national and/or regional funding sources to fund phases of the Strategic Plan.

As we expand our chartered organization base and strategic alliances, it will be important that these organizations have compatible missions. We must also carefully examine our mutual needs and match the compatible philanthropic purposes and objectives of the relationships to identify strategic synergies. This allows us to develop meaningful case studies that will help us leverage and maximize future collaborative agreements with other organizations. In addition, this will highlight the value of establishing strategic relationships with the BSA.

Tactics to accomplish these goals are to

- Strengthen relationships with existing chartered organizations and strategic alliances.
- Launch the following new-unit growth initiatives:
  - Knights of Columbus (2006)
  - United Methodist Church (2007)

- Home School Association (2008)
- Baptist churches (2009)
- Evangelical churches (2010)

- In concert with the Scoutreach Division, strengthen relationships with our ethnic communities and organizations.
- In concert with the Marketing & Communications Division:
  - Design and launch an awareness campaign.
  - Support a national speakers bureau to engage speakers on our behalf in local and national forums across the country.
  - Create targeted messages to support the new chartered organization campaign effort.
- In concert with the Program Group:
  - Design and launch new volunteer training and motivational programs for new unit and chartered organization relationships.
  - Strengthen chartered organization-related training and materials for commissioner service.
- Design and conduct “Celebrating our Partners” (2009).
- Based on 2006–2010 Strategic Plan identified needs, build fundable projects and donor prospect lists.
- Launch solicitation for fundable initiatives.
- Support local councils with funding for initiatives identified in the plan and funded by strategic national funding sources.

## DID YOU KNOW?

The number of youth-serving executives increased slightly (0.8 percent) from 2004 to 2005.

Seventy-nine point nine percent (79.9 percent) of councils reported in 2005 that they had increased the number of youth-serving executives as compared with 2004.

From year-end 2004 to year-end 2005, turnover rates for entry-level professionals and youth-serving executives declined.

Almost two-thirds (72.3 percent) of councils reported they have professional staff compositions that parallel the demographics of the market they serve.

## Enough of the Right Professionals Are Identified, Developed, and Retained in the Right Positions at All Levels, With a Focus on Diversity

We are in the people business, and our ability to understand and communicate with a variety of people is critical to our continued growth. In addition, we realize that workforce talent is our greatest asset, and as such it is imperative that we continue to emphasize this increasingly important aspect of our business.

The measure of our success is in achieving the following goals:

- Increase the number of youth-serving executives.
- Increase the number of minority/female professionals.
- Improve employee retention.

We will accomplish these objectives through four basic strategies:

1. Provide support to mentoring, increased retention, recruitment efforts, training, and personal development.
2. Provide personnel support through effective human resources systems, methods, standards, and practices.
3. Promote a safe and ethical work environment that meets legal standards.
4. Be recognized as the premier employer that provides a rewarding environment for employees.

Some of the tactics to accomplish these goals are to

- Conduct beta test mentoring with first-time Scout executives.
- Develop and incorporate sessions on generational differences in all levels of training.
- Develop an internal task force to evaluate the performance management process and make recommendations.
- Develop a matrix of prerequisite courses for those who aspire to senior management positions.
- Review current hiring policies and professional tenure requirements.
- Evaluate life and work skills in lieu of a college degree.
- Structure a plan to identify and cultivate future staff leaders.
- Identify and hire recruiters in each region to focus on the hiring of women and minorities.
- Continue to develop and implement self-service capabilities for all employees and retirees.
- Develop a plan to fund and deliver harassment prevention training to local councils.
- Develop a group presentation on harassment prevention for summer camp staff.
- Continue to benchmark BSA programs, policies, and procedures with other organizations.



# Annual Strategic Emphasis

Each year we will highlight a phase of the Strategic Plan, although many of the tactics will be initiated immediately and will be implemented throughout the five years of the plan.

## 2006

The emphasis this year is research to help us better understand how to reach young people and their parents and how to deliver a quality Scouting experience to them. This research will serve as a basis for many of the initiatives to be implemented over the five years of the plan.

## 2007

The focus will be on helping every local council become fiscally sound.

## 2008

This year will be a salute to our volunteers and a coordinated effort to engage 1 million new volunteers.

## 2009

This year will feature a salute to our chartered organizations and other strategic alliances and highlight our tradition of service.

## 2010

Celebrate our 100th anniversary.



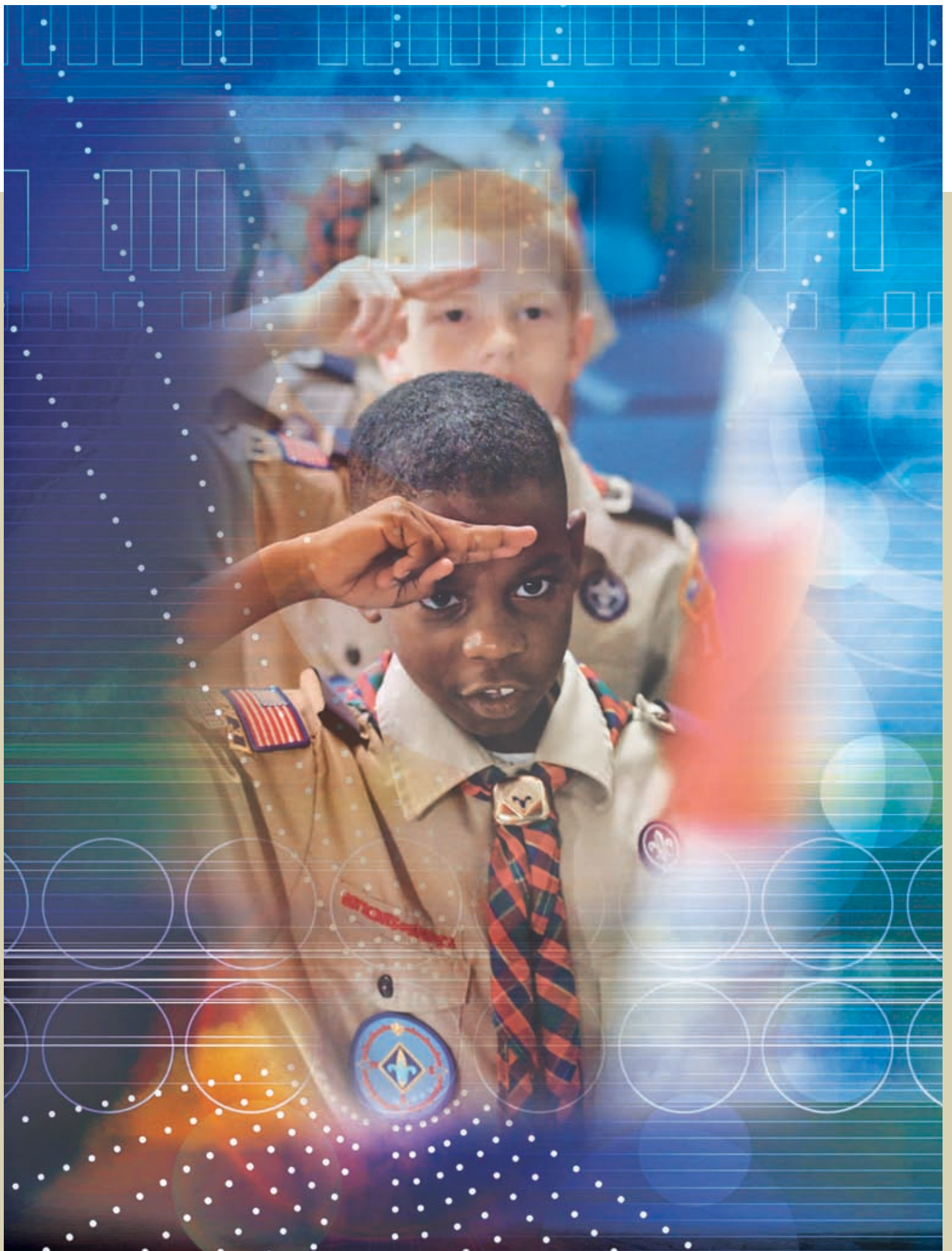
# Our Tomorrow

As you review your copy of the 2006–2010 Strategic Plan, know this is a process-driven plan, geared toward bridging the gap between our honored past and our dynamic future. But this plan is only as good as you and your efforts in using it as a roadmap in developing or updating your local council strategic plan.

Our vision is clear and our mission has not changed. It is up to each of us to ensure our next 100 years of Scouting are as relevant in helping define the fabric of American culture as our last century. This is our challenge and this is our plan.









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