

**2006-2008**



**BOY SCOUTS OF AMERICA**  
GREATER ST. LOUIS AREA COUNCIL

# Strategic Plan

## EXECUTIVE SUMMARY

April 4, 2006

## STRATEGIC PRIORITIES

1. Ensure the delivery of top-quality programs and products to our youths while continuing to improve our excellent facilities.
2. Meet the requirements established in the long-range plan with a comprehensive capital and operating revenue program.
3. Increase the positive perception of Scouting by all stakeholders.
4. Increase the youth participation in our packs, troops, crews, and the Learning for Life program.
5. Improve the effectiveness of the staff and volunteer teams.

**P** PROGRAMS & PRODUCTS  
**R** RESOURCES  
**I** IMAGE  
**M** MEMBERSHIP  
**E** EFFECTIVENESS



**P** is for **Programs & Products** — of the highest quality  
**R** is for **Resources** — capital & operating  
**I** is for **Image** — positive awareness  
**M** is for **Membership** — participation  
**E** is for **Effectiveness** of teams — board, staff, & volunteers

# MISSION & VISION

## MISSION STATEMENT

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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.

# KEY FINDINGS & RECOMMENDATIONS

## MEMBERSHIP, OUTREACH, & MARKETING

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### key findings:

1. School access — critical in recruiting new members — is being impaired.
2. Public awareness of Scouting's positive outcomes is fragmented and, therefore, less effective.
3. Retention of members is directly related to the program quality — fun, advancement, and trained leadership — experienced in the member's first year.
4. The council's Scouting community lacks diversity, and recruitment in the inner city is impeded by poor product delivery.

### key recommendations:

1. Develop an outreach program that communicates to multiple levels of educators the effect of Scouting on educational performance.
2. Develop a volunteer marketing committee tasked with increasing positive public awareness and improve recruiting.
3. Develop new methods to measure program quality and implement strategies and tactics to nurture ongoing improvement.

## PROGRAM, PROPERTIES, & TECHNOLOGY

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### key findings:

1. Generational trends show youths participating in less physically demanding programs.
2. Participation for most Scouting programs is flat or down.
3. Programs that offer individual opportunities to participate are growing.

4. Property maintenance is reactive.
5. Work flow and communications are poor due to the professional staff's insufficient access to computers.

### key recommendations:

1. Allocate approximately \$4.8 million for property improvements to meet government regulatory standards. This doesn't include the possibility of new structural improvements to the dams at S bar F Scout Ranch and Camp Lewallen that state government may require after the Taum Sauk Reservoir collapse in 2005.
2. Allocate \$1.8 million annually to fund current properties maintenance.
3. Allocate approximately \$1.9 million to create specialty camps for Scouts to participate in programs as individuals.
4. Develop a single, centralized information system to support volunteers and staff.
5. Continually evaluate the feasibility of maintaining four camp properties and four office properties.

## LEADERSHIP & STAFFING

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### key findings:

1. Youth recruitment and retention depends upon the smooth fall start-up of units, but adults are reluctant to accept leadership roles, and chartering organizations are not engaged in the process of recruiting and developing leaders or monitoring program quality.
2. Succession plans for key leader positions exist in few units. They do not exist for the staff, nor do they know how to execute this task.

## VISION STATEMENT

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Be the foremost youth serving organization in our community that develops character, citizenship, and fitness.

3. Volunteers and staff do not share a common understanding and alignment of goals, driven by the Strategic Plan.
4. The staff needs to be upgraded in skill and talent.
5. Staff does not routinely receive feedback on their performance from stakeholders.

### **key recommendations:**

1. Unite volunteers and staff with shared understanding, alignment, and commitment on common goals that begins with the Strategic Plan.
2. Identify and train quality unit leaders and staff.
3. Create individual development plans for staff.
4. Establish the staff as a high-performance team.

## ORGANIZATIONAL EFFECTIVENESS

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### **key findings:**

1. Stakeholders want improved quality of council services and more program service from staff.
2. Stakeholders are concerned about emphasis placed on membership numbers and fundraising dollars over program quality.
3. Support staff is the least satisfied group and feel out of the “communication loop.”
4. Most groups desire more direct oversight from the board for finance, membership, and program records.

### **key recommendations:**

1. Enhance the strong relationship that exists between unit leaders/chairmen/managers and their unit leaders or direct reports.

2. Develop interaction and dialogue between volunteers and staff to improve program quality.
3. Provide strategic and timely information to the multiple levels through multiple avenues.
4. Reevaluate the appropriate level of board involvement and oversight.

## FINANCIAL STRENGTH

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### **key findings:**

1. If current revenue and expense trends continue, the council will run a deficit in 2008.
2. The “Investing in Character” Capital Campaign fell short of its \$12 million goal.
3. Systems for managing fundraising campaigns are inadequate.
4. The council subsidizes every Scout. Only 20 percent of Scout families contribute to the Friends of Scouting campaign.
5. Fee increases above the rate of inflation are not recommended due to current market conditions — low participation levels and unused capacity.

### **key recommendations:**

1. Increase revenue through individual support.
2. Evaluate operating and capital expense budgets to reflect changing programs and demographics.
3. Conduct a capital campaign. The preliminary estimate is \$15M to \$17M for camp properties, service centers, and information technology.
4. Upgrade fundraising software to better identify, track, and communicate with donors.
5. Consider special events that hit a segment of the community not already being cultivated.

# WORK PROCESS

Strategic Planning Chairman Kevin Eichner divided the project into five areas. Focus groups met from November 2005 through March 2006 to analyze diagnostics, derive findings, and propose recommended actions. These groups and their leaders were:

- Membership, Outreach, & Marketing — Stephen O’Hara
- Program, Properties, & Technology — Richard McClure
- Leadership & Staffing — W. Michael Ross
- Organizational Effectiveness — Lori Lewis
- Financial Strength — Hugh Scott III

## **Charge:**

Determine what the Greater St. Louis Area Council, Boy Scouts of America, intends to be in the future, and how it will get there. Involve all the council’s stakeholders in developing and achieving our shared strategic objectives.

## **Action:**

Contracting began at the Executive Board’s April 2006 meeting and continues throughout the council. Action planning, follow-up, and refinement will be ongoing.



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