



Daniel Webster Council  
BOY SCOUTS OF AMERICA

# 2014-2018 STRATEGIC PLAN

## Committee Orientation

Tuesday, June 18, 2013





2014-2018 STRATEGIC PLAN

# WELCOME & INTRODUCTIONS

*Scott Christensen*



Prepared. For Life.®



2014-2018 STRATEGIC PLAN

# PLAN OVERVIEW

*Scott Christensen*



Strategic planning makes a real, quantifiable difference for organizations:

- Strengthen performance
- Drive growth and sustainability
- Expedite and improve decision making
- Insulate against external pressure
- Provide clear and coherent direction
- Improve individual productivity
- Manage better, lead stronger
- Establish alignment and accountability



## Strategic Plan Objectives

- Set the direction of the council for the next five years.
- Assess the gap between where we are now and where we want to be.
- Prioritize needs.
- Communicate plan to volunteers and staff.
- Provide focus and direction to move from plan to action.



Prepared. For Life.®



## 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.



The mission describes the organization’s purpose—the purpose for which it was founded and why it exists.

We start with this because our mission serves as a guide for day-to-day operations and as the foundation for future decision making.

Our mission should guide all aspects of the strategic plan.



## Vision

The Daniel Webster Council will prepare every eligible youth in New Hampshire to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law through quality, well-funded programs.



The vision is formulating a picture of what the council's future, where the organization is headed. What will the council look like five to 10 years from now?

Don't confuse mission and vision. Mission is about our core purpose, what we do. Vision is a statement about the council's desired state, where we want to go in the future.

Both mission and vision are foundational to an effective strategic plan.



## Competitive Advantage

What does Scouting accomplish better than other youth-serving organizations?

- Consistent difference between council's programs and its competitors
- Difficult to imitate/can't easily duplicate



Sustainable competitive advantage explains what the council does best compared to its competitors. Each council strives to create an advantage that continues to be competitive over time.

- What can the organization be best at?
- What is its uniqueness?
- What can the council potentially do better than any other youth-serving organization?

Potential advantages include:

- Strong camp assets
- Trained leaders
- Strong diverse programming
- A perpetual program focused on morals and character development
- Youth leadership development
- Providing opportunities to youth from at-risk environments
- Service to communities
- Low cost/high value programs
- More than 100 years of service to the youth of the area
- A network of resources to support local youth
- Large alumni base
- Engaged board of directors
- Among the largest youth serving organizations in the region
- Financially stable



# Strategy vs. Tactics

Strategy (What?)		Tactics (How?)
What	Quick View	How & Who
<i>Stratos</i> : army, or resources <i>Ago</i> : leading	Greek Definition	Taktikē: the art of organizing an army, a maneuver
To lead your resources, a plan, method, or series of maneuvers or stratagems for obtaining a specific goal or result	English Definition	A plan for attaining a particular goal
Stable, democratic Iraq, through the Surge and Clear-Hold-Build	Example	Operation Sinbad including the various ways to advance on a city, to clear a house, and to detect mines
Council-level determiner: Foster the growth of youth to be the strong leaders of tomorrow.	Council Example	Staff-level actioning: Develop programs that teach civic responsibility and leadership.



It's our role to focus our committees on the What, not the How and Who, at this point.

We want to have a representative group serving on the strategic plan committee. We want a wide variety of perspectives, but these perspectives need to be filtered through the lens of **what we need to do to get to where we want to be.**

Only after the planning process and once the plan is approved by the executive board will the process of determining the operational details begin.





## Five Focus Areas

- 1. Membership Growth & Retention –**  
Steve Vanasco
- 2. Resource Development & Financial Stewardship –**  
Jim Dunphy
- 3. Program Relevancy & Impact –**  
Mike Ramshaw
- 4. Organizational Leadership –**  
Kelly Gagliuso
- 5. Innovation & Technology –**  
Jim Buttafuoco



Focus areas are key planning issues to guide a council in providing quality services to youth.

The focus areas are aligned with the pillars of the National Council Strategic Plan that relate to effective council operations, as well as to the Journey to Excellence performance recognition program.

The strategic objectives within these focus areas that we work to develop over the next several months must address the critical needs of the council.



## Role of the Focus Area Chairs

- Understand the current strategic plan objectives and outcomes related to assigned focus area.
- Working with staff advisors, analyze the council's current condition as it relates to assigned focus area to identify strategic priorities.
- Assist with selecting and recruiting focus area committee members.
- Provide leadership to regular focus area committee meetings.





## Role of the Focus Area Chairs

(cont'd)

- Regularly report progress to strategic plan co-chair.
- Work with the other focus area chairs to identify and develop objectives that extend across focus areas.
- Draft strategic objectives and recommendations for submission to the council executive board.



Prepared. For Life.®



BOY SCOUTS OF AMERICA

2014-2018 STRATEGIC PLAN

# TIMELINE & RESOURCES

*Greg Osborn*



Prepared. For Life.®

Review timeline handout



## Constituent Survey Process

- June – July 15
- Unit Leader Survey
- Business Report Card Survey  
(council/district leadership)
- Surveys to other customer segments



Surveys will, for the most part, be done online.

Show sample of unit leader survey.

Unit leader survey launched at the council program kickoff on June 1.



## Customer Segments

1. Council/District Leadership
  - Executive Board Members
  - District Committee Members & Commissioner Staff
2. Chartered Organizations
3. Unit Leadership
4. Registered Youth
5. Parents of Registered Youth
6. Parents of Dropped Youth
7. Non-Members (youth and adult)
8. Alumni



The development of the other surveys is almost complete.



## Focus Groups

- Another method to gather data about the council's current condition and get input.
- Summer camp is a great venue for focus groups.
- Scheduling both youth and adult groups.
- Focus area chairs and/or committee members are more than welcome to participate.



Will get schedule of focus groups to chairs in the next week.



## Focus Area Meetings

- Get to know committee members.
- Review key parts of previous plan.
- Analyze current condition/SWOT analysis.
- Use analysis to begin defining long-term objectives.

Ex. for Program Impact & Relevancy: We will constantly improve our program offerings, and we will manage our program resources wisely.



Data from surveys and focus groups will be used for the SWOT analysis.

SWOT: strengths, weaknesses, opportunities, and threats

Use the categories, aligned with JTE, to develop your overall objectives and to guide your committee's specific goals. Those are our Key Performance Indicators (KPI), however, your committees may come up with additional objectives.





## Focus Area Meetings

- Start to set “SMART” goals:
  - Specific
  - Measurable
  - Attainable
  - Realistic/Resource-based
  - Timely

Ex. for Membership Growth & Retention: Serve a meaningful density of available youth by increasing market share to serve 20 percent by 2015.



- Specific: Try to answer the questions “How much is to be accomplished?” and “What kind of performance is expected?”
- Measurable: Goals must be stated in quantifiable terms, or they are only good intentions. Measurable goals facilitate management planning, implementation, and control. For example, a measure might be “# of new customers” or “% complete” and a target might be “500” or “100%,” respectively.
- Attainable: While goals must provide a stretch that inspires people to aim higher, they must also be achievable, or they are a setup for failure. Set goals the council can realistically reach.
- Realistic (resource-based): A goal that we are willing and able to work. Eventually must be assigned to a responsible point person for implementation.
- ☑ Time specific: Goals must include a timeline of when they should be accomplished.

For the example:

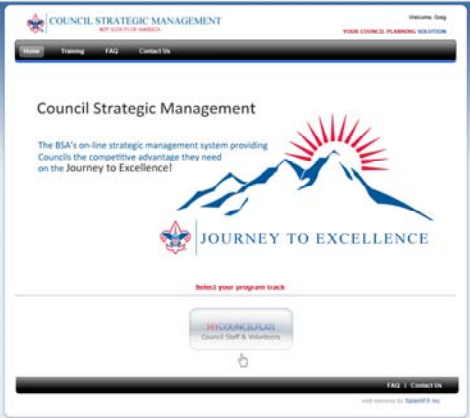
Measure: Market share served

Target: 20 percent

Time: by 2015

BOY SCOUTS OF AMERICA

# CSM System



- Online tool to develop, communicate and implement plan.
- Access for volunteers through MyScouting.
- Access for professional through MyBSA.

Prepared. For Life.®

Need to make sure focus area chairs are registered and create MyScouting accounts.

Get MyScouting username information from volunteers that already have accounts.

Able to display progress dashboard from site; will integrate into [nhscouting.org/strategicplan](http://nhscouting.org/strategicplan)



2014-2018 STRATEGIC PLAN

# NEXT STEPS

*Scott Christensen & Greg Osborn*



Prepared. For Life.®



## Next Steps

- Strategize with Staff Advisors
- **Committee Prospecting & Recruiting**
- Schedule Focus Area Meetings
- Review 2008-2012 Strategic Plan
- SWOT Analysis



Review volunteer prospect sheet.

Focus area meetings should be scheduled after the middle of July so you can get survey data.



2014-2018 STRATEGIC PLAN

# QUESTIONS & COMMENTS



Prepared. For Life.®



2014-2018 STRATEGIC PLAN

# SCOUT EXECUTIVE

*Mike Kaufman*



Prepared. For Life.®