

**LONG BEACH AREA COUNCIL  
STRATEGIC PLAN**

*Vision: Our vision is to provide a positive impact on every child in the communities we serve.*

**PLAN ELEMENTS**

**MEMBERSHIP**

**FACILITIES IMPROVEMENT**

**FINANCIAL SUSTAINABILITY**

**BOARD/STAFF DEVELOPMENT**

**QUALITY PROGRAM DELIVERY**

**STRATEGIC INTENTS**

- |  |   |   |  |   |
|--|---|---|--|---|
| <ul style="list-style-type: none"> <li>Recruit, retain and engage a net gain of new membership through targeted marketing and innovative programming supported by excellent customer service.</li> </ul> | <ul style="list-style-type: none"> <li>Provide sufficient resources to operate and maintain state-of-the-art facilities for Scouting program delivery and to accommodate non-scouting usage requests in order to optimize revenue opportunities.</li> </ul> | <ul style="list-style-type: none"> <li>Develop and implement a diversified, balanced funding process that assures sustainability of current programs, provides for future growth and achieves long-term financial stability.</li> </ul> | <ul style="list-style-type: none"> <li>Recruit and train a pool of effective professional and volunteer leaders that is representative of our diverse service area, offers a broad range of talent and skills and will meet projected organizational needs.</li> </ul> | <ul style="list-style-type: none"> <li>Maintain and develop high-quality programs that are aligned with our mission and vision and foster membership growth. Programming will be based on a thorough evaluation of current activities, an assessment of community interests, innovative thinking, measurable outcomes and resource requirements.</li> </ul> |
|--|---|---|--|---|

**STRATEGIC OBJECTIVES**

- |  |  |  |  |   |
|--|--|--|--|---|
| <ul style="list-style-type: none"> <li>Identify underserved areas that have the potential for membership growth, determine service gaps within those areas, and develop relationships and programs designed to address the service gaps.</li> <li>Participate with underserved communities in order to build trust and relationships with community leaders, families and youth.</li> <li>Examine current recruiting efforts and established revised methods targeted to specific audiences.</li> <li>Engage potential youth and family members through the press, social media and technology.</li> <li>Tap the resources of BSA for marketing guidance and collateral materials in addressing recruitment in underserved areas</li> <li>Secure high visibility presence at community events.</li> <li>Identify and recruit new partners/sponsors.</li> </ul> | <ul style="list-style-type: none"> <li>In consultation with current partners/sponsors, identify future programs or services we aspire to provide and the facility requirements for those programs and services.</li> <li>Evaluate the effective utilization of existing facilities and conduct a capacity study for our different programs/activities in all facility locations.</li> <li>Identify funding methods to ensure ongoing/preventive maintenance of all facilities.</li> <li>Determine status of code compliance at all facilities and assure all facilities are meeting current standards.</li> <li>Establish a feasibility plan for the development of a new HQ/Service Center facility.</li> </ul> | <ul style="list-style-type: none"> <li>Develop, implement and publicize a comprehensive resource development and management plan.</li> <li>Develop a “case for giving” that flows from the results of a branding process and the LBAC mission and vision.</li> <li>Explore and develop alternative fundraising methods and expand the funding support base within and beyond the scouting community.</li> <li>Continue the execution of a capital campaign.</li> <li>Identify and nurture new major gift prospects and strengthen relationships with current funding sources.</li> <li>Continue to develop the endowment fund to the extent that the interest will provide 20-25% of operating revenue.</li> </ul> | <ul style="list-style-type: none"> <li>Identify our leadership needs and segment the volunteer market according to those needs (leadership vs. direct service)</li> <li>Clearly differentiate staff and volunteer roles and responsibilities.</li> <li>Recruit, train and retain diverse and qualified volunteer leaders, board and staff.</li> <li>Identify local leaders from underrepresented communities and establish methods for engaging them in Scouting opportunities.</li> <li>Design member events and tools at the Council and District levels that develop and recognize a diversity of volunteer leaders.</li> </ul> | <ul style="list-style-type: none"> <li>Develop criteria for evaluating current programs and selecting new programs.</li> <li>Activate an ongoing program evaluation process to ensure program effectiveness and satisfactory cost/benefit ratios.</li> <li>Prioritize recommendations for program expansion and/or diversification.</li> <li>Increase the percentage of Boy Scouts, Cub Scouts and Venturing participants earning rank advancements.</li> <li>Increase the percentage of Boy Scouts, Cub Scouts and Venturers participating in day camps and resident camps.</li> <li>Evaluate the appropriate use of strategic partners.</li> <li>Develop and implement innovative programs with special emphasis on outreach to underserved communities.</li> </ul> |
|--|--|--|--|---|

**PROGRESS/OUTCOMES TO DATE**

- |   |   |   |  |   |
|---|---|---|--|---|
| <ul style="list-style-type: none"> <li>Identified underserved areas as Bellflower, Long Beach West of the 710 Freeway, and Lakewood in the 90715 ZIP code.</li> <li>We have participated in many community events through ScoutReach and our traditional districts</li> </ul> | <ul style="list-style-type: none"> <li>Over \$800,000 in improvements at Camp Tahquitz including bathrooms and pedestrian bridge</li> <li>Nearly \$200,000 in improvements at the Sea Base including new ADA lift and deck remodel</li> <li>Conducted extensive BSA National</li> </ul> | <ul style="list-style-type: none"> <li>We have a 5 year budget plan and are developing new fundraising strategies</li> <li>Developed Launch an Eagle campaign, Scout Reach support campaign</li> <li>New Shotgun Tournament with LA council</li> <li>Raised over \$2 million For Capital projects in the last 3 years with overall goal of 5.8 million</li> </ul> | <ul style="list-style-type: none"> <li>Have diverse Staff with individuals that speak Spanish, Cambodian and Vietnamese.</li> <li>Need to focus on developing diverse and representative board.</li> </ul> | <ul style="list-style-type: none"> <li>Restructured Cub Day Camp resulting in 10% increase in attendance.</li> <li>Formation of Cub Scout Program Committee</li> <li>Implemented NOVA/STEM Programs at the Sea Base.</li> </ul> |
|---|---|---|--|---|

- Implemented School Night for Scouting
- Active Facebook page Newly revised website
- Leveraging National recruitment efforts
  1. Promotion of BeAScout.org

- Camp Accreditation Program study of Tahquitz.
- Created Camping Director position
- New Development plan for Sea Base
- Conducted National program of requirements Study for office

- New Development Director to focus on community relations and development
- Outsourcing many grant writing tasks
- Received 3 star rating from Charity Navigator

## 2015 GOALS

- Expand School Night for Scouting
- New Unit Development – Especially Cub Scout Packs
- Strengthening of Commissioner Service with online Commissioner Tools
- Stronger Spring Recruitment
- Emphasis on Exploring

- Complete Dining Hall campaign
- Finish plans and entitlement for Dining Hall
- Complete Sea Base remodel plans and obtain extension on lease
- Develop plan for council service center
  - Look for partnerships
- Hire Sea Base Director
  - Form active Sea Base committee
- Addition of Bob Gates Event
- Expand Direct support by \$200,000
- Complete lease for cell tower at Camp Taquitz
- Complete Funding for Dining Hall
- Implement stronger donor recognition program
- Revamped product sale
- Gifts in Kind Program
- Business sponsorship program

- Develop new board members that reflect the communities we serve
- Engage more volunteers at every level of the program, especially in district operations

- More Support for Cub Scouting
  - Council Pinewood Derby
  - Memorial Day Family Camp
  - Additional Sea Base programming
- 4 new merit badge programs at Tahquitz
- Prepare for Koch Cup
- Begin Jamboree Recruitment