



Long Beach Area Council Boys Scouts of America Strategic Plan 2013-2016

EXECUTIVE SUMMARY

The purpose of this strategic plan is to guide the decision making of the board, staff and volunteers as they develop and manage the policies, programs, services, and infrastructure of the organization. This plan will help determine how to best serve the Long Beach Area Council and our communities while remaining consistent with our mission.

Throughout the planning process, the board, staff, and other key stakeholders re-examined the organization’s mission statement and re-stated its vision to ensure that they (stakeholders) continue to capture the identity and purpose of the organization as it continues its work with families and youth in the Greater Long Beach area.

Mission Statement

The mission statement of the Long Beach Area Council-BSA is “to ensure that every youth in our service area has the opportunity to join Boy Scouts of America, participate in a quality Scouting program, develop leadership skills, and build character, citizenship, and personal fitness”.

Vision Statement

Our vision is to provide a positive impact on every child in the communities we serve. To achieve this impact, our vision includes developing and implementing high-quality programs as measured by our “Journey to Excellence”; expanding and retaining a membership population that is reflective of the diverse communities we serve; establishing and maintaining a strong and stable financial base; and providing and maintaining first-class camping facilities.

Planning Process

The strategic planning process at LBAC was guided by a strategic planning committee consisting of selected board members and the Scouting Executive, with assistance from a consultant at the Long Beach Nonprofit Partnership. In this inclusive process, board and staff members, plus nearly 30 selected stakeholders, contributed their ideas for forming LBAC's future strategic imperatives. These ideas were generated, summarized, and evaluated through a process that included a weekend planning retreat including board and staff, focus group and individual interviews conducted by the consultant, and a series of planning committee meetings.

Strategic Goals

Building on an analysis of opportunities and challenges, as well as internal assets and constraints, the planning committee identified five areas of strategic priority. They then undertook extensive discussions of each priority area to determine the focus of Council action in moving forward. These deliberations yielded the following strategic goals:

- 1) Membership Growth** – “Recruit, retain and engage a net gain of new membership through targeted marketing and innovative programming supported by excellent customer service”.
- 2) Facility Improvements** – “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”.
- 3) Financial Stability/Fund Development** – “Develop and implement a diversified, balanced funding process that assures sustainability of current programs, provides for future growth and achieves long-term financial stability”.

4. Board and Staff Diversity – “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”.

5. Programming – “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”.

The plan also includes objectives, timelines and success indicators necessary to monitor its implementation and guide evaluation of progress. (See attached “Strategic Plan Document”)

Conclusion

This plan was developed with the recognition that if it is to be successfully implemented, it will require the continuing development of board leadership, increased involvement and visibility in the Greater Long Beach area, and the acquisition of new resources that provide a diversified and sufficient funding base and program infrastructure.

Planning Committee Members:

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