

BOY SCOUTS OF AMERICA

TALL PINE COUNCIL

2008-10 STRATEGIC PLAN

Final Report

12-31-2010

This is the Final Report to the Tall Pine Council (TPC) Board of Directors regarding implementation of the Council's long range 2008-10 Strategic Plan, as of year-end 2010.

"Plan your work and work your Plan." Planning is as important as purpose, because it gets you where you're going... faster. You can do twice as much in half the time, if you have a Plan and don't approach your goals haphazardly. A well-thought plan will keep you clearly on track towards your goals and Vision for the future. More specifically, within Scouting a Plan provides an opportunity for local Scout Councils to achieve the mission of preparing young people to meet ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law.

During the fourth quarter of 2007, a Steering Committee and five Sub-Committees, consisting of 45 individuals from all levels of the Tall Pine Council held a series of meetings to analyze internal strengths & weaknesses and external opportunities & threats (SWOT) that could affect the success of the Council, in the next several years. This team developed a Vision and specific objectives to improve the Council by successfully responding with a coordinated approach to social, demographic, financial, governmental and other trends, while remaining linked to the Strategic Plan of the Boy Scouts of America. The result was the 3 year 2008-10 Strategic Plan, with measurable tasks of What, Who and When for the Tall Pine Council. The following is an Executive Summary, which details the focus of the Council Plan on five specific areas or pillars with defined goals and objectives, which were implemented during 2008, 2009 and 2010.

- I. Quality Program Experience- the following Action Plan tasks were developed to increase market share or growth, increase the number of new members, increase new units and improve member retention for a quality Scouting experience.
 - a. Produce quality programs by assuring all new & current leaders are fully trained.
 - b. Initiate new program & camp enhancements for an improved Scouting product.
 - c. Expand and increase the marketing & communication programs.
 - d. Develop a new growth strategy that involves renewed and expanded partnerships, within specific community organizations.

- II. Fiscally Sound- the following Action Plan tasks were developed to eliminate annual operating deficits, increase unrestricted assets and increase endowment fund assets to ensure the Council is fiscally sound.
 - a. Produce strong fiscal capacity by utilizing highly trained leaders and a well-defined marketing plan to significantly increase revenues in all funding programs.
 - b. Establish good governance by improving the monthly cash flow and building a cash reserve.
 - c. Generate sufficient revenues with a diversified funding plan to meet the short & long term requirements of prudent operating, capital and endowment funds.

- III. Volunteer Leadership- the following Action Plan tasks were developed to increase the number of engaged volunteers and achieve a Quality Council rating each year, with quality leadership.
 - a. Create an active continuous volunteer recruitment and retention program to significantly increase volunteer leaders at the unit level for an effective program.
 - b. Recruit new community leaders for a strong engaged Board of Director membership to improve Council management and achieve Quality Council.

- c. Recruit and increase the number of active Commissioners to fully support all districts and meet the requirements of Quality Units, Districts and Council.

IV. Chartered Organizations- the following Action Plan tasks were developed to increase the number of chartered organizations and identify funding sources for the Strategic Plan to strengthen the Scouting program and relationships within the community.

- a. Expand an organization Call Program to increase the number of active Chartered Organizations sponsoring Council Scout units.
- b. Establish a religious community initiative program to increase new-unit growth.
- c. Implement a Speakers Bureau program to increase the level of Scouting awareness & participation of Chartered Organizations and the general community.
- d. Identify major organizations and key contact personnel that could provide significant funding for the Council Strategic Plan.

V. Human Resources- the following Action Plan tasks were developed to increase the number of youth-serving executives, the number of minority/female professionals and improve employee retention, in the right positions at all levels.

- a. Maintain and enhance a program to recruit an engaged professional workforce.
- b. Utilize mentors and official Scout training programs to effectively place and retain professionals, in the right positions at all levels, based on community needs.

Throughout the three-year implementation process, monthly reports were made to the Executive Committee or Executive Board by the Vice President of Administration and detailed in reports by the other Vice Presidents of the Council for their specific areas of responsibility. In addition, periodic adjustments were made to the Plan as various tasks were completed or new high priority objectives were identified. The following summarizes the specific tasks utilized and accomplishments of the three-year Plan in the focus areas of Membership, Finance, Program and Administration, in coordination with the National BSA Plan, Central Region Plan and our local Council Plan.

Membership- Plan Tasks, over the three-year period, focused on improving total registered membership count & density, to increase the number of new chartered organizations & units, recruit new leadership at all levels, expand the membership marketing approach & promotions through the Marketing-Communications Committee, update volunteer position descriptions, utilize new BSA recruiting materials, increase Call Program contacts, expand Membership-Relationship Committee control, fill the vacant position of Membership VP for continued leadership, increase marketing in schools, focus member recruiting efforts in the religious community and to meet re-charter & quality Council goals. Although activities were expanded by the Membership-Relationship Committee, a significant local economic downturn with a reduction in population over the last 2 years of the Plan made it more difficult to fill leadership positions at all levels and reduced the total-available-youth by 7.7%, in our 3 county area. In addition, over the past 10 years GM has eliminated 30,000 automotive jobs and local unemployment is currently over 15%, as compared to a national average of 9.6%. As a result, TPC membership declined by 12%. A new VP of Membership was installed to manage activities, the Districts were reorganized from 5 down to 4 and all four Districts now have chairpersons with active Committees and Commissioners. In the last year of the Plan 2010, membership has basically stabilized with overall density up slightly by 2%, as a percentage of total available youth and retention also increased by 2 percentage points. Overall, it is felt the Council Strategic Plan enhanced results by maintaining the proper focus to prevent a continued decline in membership.

Finance- Plan Tasks, over the three-year period, focused on continued recruiting for finance leaders & filling key Finance Committee positions, to expand fund-raising efforts with new products, utilize BSA marketing tools & initiatives to individuals & organizations, maintain proper cash flow & budget controls, meet new Friends-Of-Scouting & overall funding goals, to identify & contact new sources of funding, fill the new position of VP of Funds Development, market the Endowment program to meet new asset goals, increase total funding for the Council, support the 100th anniversary celebration of Scouting and to meet re-charter & quality Council goals. The VP of Funds Development position was never filled, but the Finance Committee was very active working on the Plan Tasks and fine-tuning activities for more efficient results. The Committee identified new funding sources and the Budget Committee did an excellent job to assure proper controls of income, expenses & cash flow to achieve a balanced operating budget. The Endowment Committee secured new endowment gifts at over 5% of expenses in 2010 and made progress to implement several Plan tasks to improve contributions. The local economic decline, over the past 2 years within the Council's 3 county service areas, significantly impacted our ability to improve funding. This was true for most non-profit organizations, including the United Way with a sharp annual decrease from \$7 million in 2000 to \$4 million in 2009. By implementing many of the tasks assigned by the 2008-10 Plan, the Tall Pine Council was able to reduce operating expenses and establish a balanced budget. The Friends-of-Scouting contributions have declined, but cost-effective improvements were made in the FOS process to offset part of the reduction. Endowment was increased slightly in 2010 and will become a key objective for 2011, as well as filling the new position of VP for Funds Management to create new funding initiatives.

Program- Plan Tasks, over the three-year period, focused on developing a detailed annual Program Events Plan, to enhance the Camp Programs, add improvements to the Training Program, evaluate & enhance the Scout-Reach Program, to improve & promote the annual Program kickoff, increase camp attendance, enhance Program features & awareness at the camp/unit/roundtable levels, increase the use of on-line training, utilize Marketing to improve Program communications throughout the Council, increase Encampment & Roundtable participation, assure all leaders receive Basic Scout training, increase boys advancing in rank, improve training programs for all current & new leaders through tracking plus scheduling efforts, add members to the training team at all levels, utilize new BSA training tools in a standardized program, identify key institutions for expanded Program relationships, utilize the new BSA Commissioner Program procedures and meet re-charter & quality Council goals. Advancement in all rank goals were not achieved, but improvements were made and the Cubs objective was accomplished at 63%. A considerable number of Program Tasks were achieved in the high priority areas of expanded volunteer & staff training, camp improvements, Program enhancements and increased camp attendance. Training has been an outstanding success, with special emphasis throughout the three-year Plan, and increased training for Council Leaders by 40%, youth protection by 30% and leaders utilizing on-line training by 49%. Many improvements were also made in the training process, materials and recordkeeping areas. Program content was improved and total attendance increased in council-wide activities, including camps and the Scout University. Program activities were streamlined and only the most effective events were utilized. Over \$1 million of improvements were made in the Mess Hall, new shower facilities, assembly and other buildings at the two TPC camps, during the 3 years of the 2008-10 Plan.

Administration- Plan Tasks, over the three-year period, focused on evaluating Council performance & overseeing the unit re-chartering program, improve the annual Awards Recognition Banquet, expand Board development & involvement, implement the BEST Organizational Improvement Program with grant funding, ongoing monitoring to improve Council performance, recruit new Board members & volunteer leaders, expand Scout-Reach activities primarily in Flint, develop a master prospect list for new leadership volunteers, reorganize the Nominations Committee, utilize a Top-10 Employers list within each district for special contacts, nomination & recruitment standards were prepared, the Council structure was evaluated & this resulted in reducing the number of districts to streamline operations, a renewed effort for preparing marketing promotions, expanding Commissioner direct involvement with new BSA guidelines, improving membership recognition, improving communication of Task assignments & status reporting procedures by Volunteer leaders for the Strategic Plan and to meet re-charter & quality Council goals. During the three-year Plan, Council Administration expanded leadership recruitment & training for open Board/Officer/District leader positions, streamlined operations, used direct funding initiatives with local foundations, reduced operating expenses and more. In addition, the

Nominating Committee increased activities, but additional leadership recruitment is planned in 2011. Board member training improved, but an increase in Board Council activities and fundraising will also occur in 2011. The Marketing Committee was very active, with increased membership and significant promotional activities throughout all areas of the Tall Pine Council. It is felt the Strategic Plan was very aggressive in the Administration area, which significantly raised the level of awareness for Council improvements and meeting Quality Council standards.

SUMMARY

We continued to focus on the highest priority items, during the three years of implementing our 2008-10 Strategic Plan. Progress was made on many objectives, but due to an economic and population decline in our market area, besides a lack of funding or personnel resources, at times we had to restrict some Strategic Plan activities. We have improved our programs, marketing efforts, training and camps, which are critical to attracting new Scouts, retention of current Scouts through advancement, increasing our market density and improving camp attendance, core funding & long term growth. The Tall Pine Council Executive Board, Professional Staff and Volunteer Leaders recognized the benefits of strategic planning and made significant progress in accomplishing the highest priority objectives of the Boy Scout of America and the local Council Plan, during 2008-10. Proper emphasis and accountability were maintained, over the three year period, with periodic status reports to the Executive Board by the VP of Administration and detailed further throughout each year by the other Council Vice Presidents responsible for these areas. The Strategic Plan certainly improved the Council with an aggressive structured approach and supported the Council earning the National BSA 2010 Centennial Quality Council Award for excellence in providing a quality program to youth, in our local communities.

As we look ahead, the foundation and accomplishments of the 2008-10 Strategic Plan will help us develop a new Plan and continue with a focused coordinated strategic approach to effectively utilize our limited resources and still be able to increase our youth density, funding and overall membership growth. This will require on-going concentrated leadership in 2011 and beyond, in addition to support of the new Council Strategic Plan by all Board Members, Officers, Professional Staff and Volunteers, in the Tall Pine Council.

Edward H Newman
VP of Administration

OATH

On my honor I will do my best

To do my duty to God and my country and to obey the Scout Law;

To help other people at all times;

To keep myself physically strong, mentally awake, and morally straight.

LAW

A Scout is trustworthy, loyal, helpful, friendly, courteous,

kind, obedient, cheerful, thrifty, brave, clean, and reverent.