



Wagon Wheel Council

Bluegrass District Strategic Plan

As of October 1, 2009

Prepared by M3 Planning, Inc

MISSION STATEMENT

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.

VISION STATEMENT

The Boy Scouts of America will prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law.

Scout Oath:

Scout Law 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.

CORE VALUES

Our Guiding Principles are:

Citizenship, compassion, cooperation, courage, faith, health and fitness, honesty, perseverance, positive attitude, resourcefulness, respect and responsibility, personal growth and self-reliance, team building and practical leadership applications.

COMPETITIVE ADVANTAGES

A Scout is:
Trustworthy
Loyal
Helpful
Friendly
Courteous
Kind Obedient
Cheerful
Thrifty
Brave
Clean
Reverent

CONSTITUENT GROUPS

Community

A value based youth program to develop citizenship, character, and leadership in community youth as an alternative to destructive group involvement.

Educational

A value based youth program to develop citizenship, character, and leadership in community youth as an alternative to destructive group involvement.

Fraternal/Veteran/Service Organization

A value based youth program enforcing the beliefs of the Fraternal/Veteran/Service Organization group while developing citizenship, character and leadership.

Religious

A value based youth program enforcing the beliefs of the religious group while developing citizenship, character, and leadership.

STRATEGIC PLAN-AT-A-GLANCE

PROGRAMS AND SERVICES FOCUS AREA THEMES & COUNCIL GOALS

1. Programs and Services: Build relations in diverse service area to support program participation.

- 1.1. Outdoors: Increase participation in outdoor programs by a minimum of 5% annually in each District.
- 1.2. Council / District: Each District will complete at least 75% of their Key Performance Indicators annually
- 1.3. Membership: Each District will retain 85% of their current membership annually.

ORGANIZATION MANAGEMENT FOCUS AREA THEMES & COUNCIL GOALS

2. Administration Services: Improve operational efficiencies.

- 2.1. Risk Management: Each District will implement a Risk Management Committee that meets quarterly.
- 2.2. Office Systems: Each District will update their records management process to exceed BSA guidelines by July 30, 2011.
- 2.3. Technology: Each District will create / update a technology plan for their District by December 31, 2010
- 2.4. Innovation: Each District will create a system to encourage and track new ideas from staff and volunteers.

3. Governance: Build a governance plan that will insure the high performance of our council and districts.

- 3.1. Governance: Each District will receive a minimum satisfaction rating of 80% annually from their staff and volunteers.

4. Marketing: Effectively articulate the mission and related support to all council stakeholders and the community at- large.

- 4.1. Marketing: Each District will receive positive exposure in the media an average of 2 times a month annually.

TALENT MANAGEMENT FOCUS AREA THEMES & COUNCIL GOALS

5. Talent Management: Develop diverse Executive Board, District Committees, and council staff representative of our service area.

- 5.1. Employees: All staff at each District have SMART goals that align with the Council strategic plan.
- 5.2. Volunteers: All volunteers at each District have the opportunity to attend at least 2 trainings annually.

FINANCIAL STEWARDSHIP FOCUS AREA THEMES & COUNCIL GOALS

6. Financing: Operate the council and districts in a fiscally responsible manner.

- 6.1. Council Funding: Each District will acquire at least 2 new members for their fund-raising committee by September 30, 2010.
- 6.2. Fiscal Management: Each District will add \$50,000 to the endowment fund annually.
- 6.3. Capacity to Succeed: Each District will increase their fund-raising dollars by 25% annually.

PROGRAMS AND SERVICES FOCUS AREA THEMES & COUNCIL GOALS

1. Programs and Services: Build relations in diverse service area to support program participation.

1.1. Outdoors: Increase participation in outdoor programs by a minimum of 5% annually in each District. (12-31-2013) (Programs/Services - Focus Area Committee) Measure: % of Districts that meet minimum participation increase annually Target: 100%

District and Committee Goals & Staff and Sub-Committee Goals	Who	Start Date	End Date
1.1.1. Outdoors: Publish calendar of outdoor events for the District and each Unit by March year.	Bluegrass District	3-1-2010	3-31-2013
1.1.1.1. Outdoors: Determine which events achieve a higher level of participation among our membership..	Bryce Bolander	1-1-2010	2-28-2010

1.2. Council / District: Each District will complete at least 75% of their Key Performance Indicators annually (12-31-2013) (Programs/Services - Focus Area Committee) Measure: # of districts that reach the minimum percentage of their KPI goals annually Target: 3

District and Committee Goals & Staff and Sub-Committee Goals	Who	Start Date	End Date
1.2.1. Council / District: Have monthly strategy review meetings to stay on track with strategic plan.	Bluegrass District	1-1-2010	12-31-2013
1.2.1.1. Appoint a strategic planning manager for the District.	Bryce Bolander	1-1-2010	3-31-2010

1.3. Membership: Each District will retain 85% of their current membership annually. (12-31-2013) (Programs/Services - Focus Area Committee) Measure: # of Districts that retain the minimum of 85% of membership annually Target: 3

District and Committee Goals & Staff and Sub-Committee Goals	Who	Start Date	End Date
1.3.1. Membership: Survey Unit members to determine level of satisfaction with BSA and areas that they would like to see improvements. (Annually)	Bluegrass District	6-1-2010	6-30-2013
1.3.1.1. Membership: Implement at least 2 new ideas from the satisfaction survey annually.	Bryce Bolander	7-1-2010	12-31-2013

2. Administration Services: Improve operational efficiencies.

2.1. Risk Management: Each District will implement a Risk Management Committee that meets quarterly. (12-31-2013) (Admin Services - Focus Area Committee)

Measure: # of Districts with a Risk Management Committee that meets required number of times annually

Target: 3

District and Committee Goals & Staff and Sub-Committee Goals	Who	Start Date	End Date
2.1.1. Risk Management: Nominations will be accepted and voted on to establish the Risk Management Committee.	Bluegrass District	2-1-2010	4-1-2010
2.1.1.1. Risk Management: Establish schedule and procedures for Risk Management Committee.	Bryce Bolander	3-1-2010	4-15-2010

2.2. Office Systems: Each District will update their records management process to exceed BSA guidelines by July 30, 2011. (7-30-2011) (Admin Services - Focus Area Committee)

Measure: # of Districts with updated processes

Target: 3

District and Committee Goals & Staff and Sub-Committee Goals	Who	Start Date	End Date
2.2.1. Office Systems: Implement plan to meet the shortfalls in current records system..	Bluegrass District	7-1-2010	7-30-2011
2.2.1.1. Office Systems: Conduct an audit of records system.	Bryce Bolander	4-1-2010	7-1-2010

2.3. Technology: Each District will create / update a technology plan for their District by December 31, 2010 (12-31-2010) (Admin Services - Focus Area Committee)

Measure: # of Districts with a new or updated technology plan

Target: 3

District and Committee Goals & Staff and Sub-Committee Goals	Who	Start Date	End Date
2.3.1. Technology: New technology plan will be approved by District Manager.	Bluegrass District	2-1-2010	11-1-2010
2.3.1.1. Technology: Create a Technology plan for the district.	Bryce Bolander	8-1-2010	11-1-2010

2.4. Innovation: Each District will create a system to encourage and track new ideas from staff and volunteers. (12-31-2013) (Admin Services - Focus Area Committee)

Measure: # of Districts that implement at least 3 new ideas annually

Target: 3

District and Committee Goals & Staff and Sub-Committee Goals	Who	Start Date	End Date
2.4.1. Innovation: Create an award system for new ideas that are used.	Bluegrass District	2-1-2010	3-1-2010

2.4.1.1. Innovation: Create a place on the District website for posting new ideas.	Bryce Bolander	3-1-2010	4-1-2010
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3. Governance: Build a governance plan that will insure the high performance of our council and districts.

3.1. Governance: Each District will receive a minimum satisfaction rating of 80% annually from their staff and volunteers. (6-1-2013) (Governance - Focus Area Committee)

Measure: # of Districts that receive satisfaction rating of 80% annually

Target: 3

District and Committee Goals & Staff and Sub-Committee Goals	Who	Start Date	End Date
3.1.1. Governance: Satisfaction surveys will be sent out twice a year to staff and volunteers.	Bluegrass District	3-1-2010	12-31-2013
3.1.1.1. Governance: Current satisfaction scores will be posted on the District website.	Bryce Bolander	4-1-2010	12-31-2013

4. Marketing: Effectively articulate the mission and related support to all council stakeholders and the community at- large.

4.1. Marketing: Each District will receive positive exposure in the media an average of 2 times a month annually. (12-31-2013) (Marketing - Focus Area Committee)

Measure: # of Districts that got exposure twice in a month

Target: 3

District and Committee Goals & Staff and Sub-Committee Goals	Who	Start Date	End Date
4.1.1. Marketing: Publish at least 3 press releases monthly.	Bluegrass District	1-15-2010	12-31-2013
4.1.1.1. Marketing: Appoint a staff member to send out press releases and look for opportunities for exposure.	Bryce Bolander	1-5-2010	1-20-2010

5. Talent Management: Develop diverse Executive Board, District Committees, and council staff representative of our service area.

5.1. Employees: All staff at each District have SMART goals that align with the Council strategic plan. (12-31-2013) (Talent Management - Focus Area Committee) Measure: % of staff with goals aligned to Council plan Target: 100%

District and Committee Goals & Staff and Sub-Committee Goals	Who	Start Date	End Date
5.1.1. Employees: Complete current strategic plan at the District level.	Bluegrass District	12-15-2009	12-20-2009
5.1.1.1. Employees: Have employees enter their own goals / action items to support District goals.	Bryce Bolander	12-20-2009	12-31-2009

5.2. Volunteers: All volunteers at each District have the opportunity to attend at least 2 trainings annually. (12-31-2013) (Talent Management - Focus Area Committee) Measure: % of volunteers who attend trainings annually Target: 80%

District and Committee Goals & Staff and Sub-Committee Goals	Who	Start Date	End Date
5.2.1. Volunteers: Offer 4 volunteer trainings annually.	Bluegrass District	1-1-2010	12-31-2013
5.2.1.1. Volunteers: Establish calendar of trainings by February of each year.	Bryce Bolander	2-1-2010	2-28-2013

6. Financing: Operate the council and districts in a fiscally responsible manner.

6.1. Council Funding: Each District will acquire at least 2 new members for their fund-raising committee by September 30, 2010. (9-30-2010) (Financing - Focus Area Committee) Measure: # of Districts with 2 new members on their fund-raising committees Target: 3

District and Committee Goals & Staff and Sub-Committee Goals	Who	Start Date	End Date
6.1.1. Council Funding: Vote 2 new members onto the fund-raising board.	Bluegrass District	3-1-2010	5-1-2010
6.1.1.1. Council Funding: Have current board members nominate individuals to fill spots on the fund-raising committee.	Bryce Bolander	2-1-2010	3-1-2010

6.2. Fiscal Management: Each District will add \$50,000 to the endowment fund annually. (12-31-2013) (Financing - Focus Area Committee) Measure: \$ that are added to the endowment fund annually Target: \$150,000

District and Committee Goals & Staff and Sub-Committee Goals	Who	Start Date	End Date
6.2.1. Fiscal Management: Have a banquet to reach high-end endowment donor base.	Bluegrass District	6-1-2010	8-1-2010
6.2.1.1. Fiscal Management: Create a committee to oversee the banquet administration.	Bryce Bolander	3-1-2010	7-15-2010

6.3. Capacity to Succeed: Each District will increase their fund-raising dollars by 25% annually. (12-31-2013) (Financing - Focus Area Committee) Measure: # of Districts that raised their fund-raising by 25% Target: 3

District and Committee Goals & Staff and Sub-Committee Goals	Who	Start Date	End Date
6.3.1. Capacity to Succeed: Increase annual popcorn sales by 20% in 2010.	Bluegrass District	10-1-2010	12-15-2010
6.3.1.1. Capacity to Succeed: Establish a team to scout out new locations for setting up sales tables.	Bryce Bolander	5-1-2010	9-30-2010