



Wagon Wheel Council

2010-2013 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

Religious

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

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.

Educational

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

Community

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

2010-2013 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.

2010-2013 STRATEGIC PLAN - DETAIL

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	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
1.1.2. Outdoors: Increase the number of programs that had the largest participation the previous 3 years.	Mokoketa District	1-1-2010	12-31-2013

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	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
1.2.2. Council / District: Implement a schedule for updating all District goals and KPIs.	Mokoketa District	1-1-2010	2-1-2010

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	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
1.3.2. Membership: Establish a "Bring a Friend to Scouts" day.	Mokoketa District	4-1-2010	8-1-2010

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	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
2.1.2. Risk Management: Establish Risk Management Committee by voting on nominated volunteers.	Mokoketa District	1-15-2010	2-15-2010

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	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
2.2.2. Office Systems: Create a records management process that exceeds BSA standards.	Mokoketa District	1-1-2010	7-31-2011

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	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
2.3.2. Technology: Implement updated Technology Plan by November 1, 2010.	Mokoketa District	1-1-2010	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	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
2.4.2. Innovation: Implement at least 2 new ideas from staff and volunteers annually.	Mokoketa District	1-1-2010	12-31-2013

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	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
3.1.2. Governance: Satisfaction surveys will be sent out twice a year to staff and volunteers.	Mokoketa District	2-1-2010	12-31-2010

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	Who	Start Date	End Date
4.1.1. Marketing: Publish at least 3 press releases monthly.	Bluegrass District	1-15-2010	12-31-2013
4.1.2. Marketing: Develop and implement a new marketing plan.	Mokoketa District	2-1-2010	4-15-2010

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	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
5.1.2. Employees: Complete current strategic plan at the District level.	Mokoketa District	12-15-2009	12-20-2009

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	Who	Start Date	End Date
5.2.1. Volunteers: Offer 4 volunteer trainings annually.	Bluegrass District	1-1-2010	12-31-2013
5.2.2. Volunteers: Offer 3 different trainings annually for volunteers.	Mokoketa District	1-1-2010	12-31-2013

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	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
6.1.2. Council Funding: Increase fund-raising committee size by 2 members.	Mokoketa District	3-1-2010	7-1-2010

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	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
6.2.2. Fiscal Management: Have an endowment fund-raising competition between the district's committees to raise \$50,000..	Mokoketa District	7-1-2010	9-30-2010

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	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
6.3.2. Capacity to Succeed: Hold a silent auction.	Mokoketa District	8-1-2010	12-10-2010

Internal

Strengths

Well known group
Good reputation
Strong leadership
National support

Weaknesses

Lack of consensus in planning
Lack of recent technology
Less volunteers

External

Opportunities

New grant opportunities
Always new possible troop members available
Support from alumni

Threats

Slow economy

APPENDIX B: 2009 - 2013 ROADMAP

Focus Area Themes & Council-Wide Goals	Short Term Goals (2010-2011)	Long Term Goals (2012-2013)
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.	✓	✓
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.	✓	✓
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.	✓	✓
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.	✓	✓

APPENDIX C: 2009 - 2012 BUDGET

Goals and Action Items	2010	2011	2012
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.	\$ 10.00	-	-
1.1.1. Outdoors: Publish calendar of outdoor events for the District and each Unit by March year year.	\$ 10.00	-	-
1.1.1.1. Outdoors: Determine which events achieve a higher level of participation among our membership..	\$ 10.00	-	-
1.1.2. Outdoors: Increase the number of programs that had the largest participation the previous 3 years.	\$ 10.00	-	-
1.1.2.1. Outdoors: Conduct an audit to determine which programs had largest participation.	\$ 10.00	-	-
1.2. Council / District: Each District will complete at least 75% of their Key Performance Indicators annually	\$ 10.00	-	-
1.2.1. Council / District: Have monthly strategy review meetings to stay on track with strategic plan.	\$ 10.00	-	-
1.2.1.1. Appoint a strategic planning manager for the District.	\$ 10.00	-	-
1.2.2. Council / District: Implement a schedule for updating all District goals and KPIs.	\$ 10.00	-	-
1.2.2.1. Council / District: Appoint a Strategy Manager to oversee the District plan.	\$ 10.00	-	-
1.3. Membership: Each District will retain 85% of their current membership annually.	\$ 10.00	-	-
1.3.1. Membership: Survey Unit members to determine level of satisfaction with BSA and areas that they would like to see improvements. (Annually)	\$ 10.00	-	-
1.3.1.1. Membership: Implement at least 2 new ideas from the satisfaction survey annually.	\$ 10.00	-	-
1.3.2. Membership: Establish a "Bring a Friend to Scouts" day.	\$ 10.00	-	-
1.3.2.1. Membership: Have the scout members help provide ideas on what types of activities they want to do for "Bring a Friend to Scouts" day.	\$ 10.00	-	-
Administration Services: Improve operational efficiencies.	-	-	-
2.1. Risk Management: Each District will implement a Risk Management Committee that meets quarterly.	\$ 10.00	-	-
2.1.1. Risk Management: Nominations will be accepted and voted on to establish the Risk Management Committee.	\$ 10.00	-	-
2.1.1.1. Risk Management: Establish schedule and procedures for Risk Management Committee.	\$ 10.00	-	-
2.1.2. Risk Management: Establish Risk Management Committee by voting on nominated volunteers.	\$ 10.00	-	-
2.1.2.1. Risk Management: Accept nominations of volunteers with skills necessary to properly run the Risk Management Committee.	\$ 10.00	-	-
2.2. Office Systems: Each District will update their records management process to exceed BSA guidelines by July 30, 2011.	\$ 10.00	-	-
2.2.1. Office Systems: Implement plan to meet the shortfalls in current records system..	\$	-	-

	10.00		
2.2.1.1. Office Systems: Conduct an audit of records system.	\$ 10.00	-	-
2.2.2. Office Systems: Create a records management process that exceeds BSA standards.	\$ 10.00	-	-
2.2.2.1. Office Systems: Create a records process manual.	\$ 10.00	-	-
2.3. Technology: Each District will create / update a technology plan for their District by December 31, 2010	\$ 10.00	-	-
2.3.1. Technology: New technology plan will be approved by District Manager.	\$ 10.00	-	-
2.3.1.1. Technology: Create a Technology plan for the district.	\$ 10.00	-	-
2.3.2. Technology: Implement updated Technology Plan by November 1, 2010.	\$ 10.00	-	-
2.3.2.1. Technology: Bring in an outside firm to review technology uses and needs.	\$ 10.00	-	-
2.3.2.2. Technology: Establish an updated technology plan from recommendations received from outside consultant.	\$ 10.00	-	-
2.4. Innovation: Each District will create a system to encourage and track new ideas from staff and volunteers.	\$ 10.00	-	-
2.4.1. Innovation: Create an award system for new ideas that are used.	\$ 10.00	-	-
2.4.1.1. Innovation: Create a place on the District website for posting new ideas.	\$ 10.00	-	-
2.4.2. Innovation: Implement at least 2 new ideas from staff and volunteers annually.	\$ 10.00	-	-
2.4.2.1. Innovation: Create an "Ideas" box, where staff and volunteers can leave their suggestions.	\$ 10.00	-	-
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.	\$ 10.00	-	-
3.1.1. Governance: Satisfaction surveys will be sent out twice a year to staff and volunteers.	\$ 10.00	-	-
3.1.1.1. Governance: Current satisfaction scores will be posted on the District website.	\$ 10.00	-	-
3.1.2. Governance: Satisfaction surveys will be sent out twice a year to staff and volunteers.	\$ 10.00	-	-
3.1.2.1. Governance: Increase our satisfaction score by 5% annually.	\$ 10.00	-	-
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.	\$ 10.00	-	-
4.1.1. Marketing: Publish at least 3 press releases monthly.	\$ 10.00	-	-
4.1.1.1. Marketing: Appoint a staff member to send out press releases and look for opportunities for exposure.	\$ 10.00	-	-

4.1.2. Marketing: Develop and implement a new marketing plan.	\$ 10.00	-	-
4.1.2.1. Marketing: Conduct a market research survey.	\$ 10.00	-	-
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.	\$ 10.00	-	-
5.1.1. Employees: Complete current strategic plan at the District level.	-	-	-
5.1.1.1. Employees: Have employees enter their own goals / action items to support District goals.	-	-	-
5.1.2. Employees: Complete current strategic plan at the District level.	-	-	-
5.1.2.1. Employees: Have employees enter their own goals / action items to support District goals.	-	-	-
5.2. Volunteers: All volunteers at each District have the opportunity to attend at least 2 trainings annually.	\$ 10.00	-	-
5.2.1. Volunteers: Offer 4 volunteer trainings annually.	\$ 10.00	-	-
5.2.1.1. Volunteers: Establish calendar of trainings by February of each year.	\$ 10.00	-	-
5.2.2. Volunteers: Offer 3 different trainings annually for volunteers.	\$ 10.00	-	-
5.2.2.1. Volunteers: Survey volunteers to find out what trainings would be most beneficial to them.	\$ 10.00	-	-
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.	\$ 10.00	-	-
6.1.1. Council Funding: Vote 2 new members onto the fund-raising board.	\$ 10.00	-	-
6.1.1.1. Council Funding: Have current board members nominate individuals to fill spots on the fund-raising committee.	\$ 10.00	-	-
6.1.2. Council Funding: Increase fund-raising committee size by 2 members.	\$ 10.00	-	-
6.1.2.1. Council Funding: Determine skill sets most needed for the fund-raising committee.	\$ 10.00	-	-
6.2. Fiscal Management: Each District will add \$50,000 to the endowment fund annually.	\$ 10.00	-	-
6.2.1. Fiscal Management: Have a banquet to reach high-end endowment donor base.	\$ 10.00	-	-
6.2.1.1. Fiscal Management: Create a committee to oversee the banquet administration.	\$ 10.00	-	-
6.2.2. Fiscal Management: Have an endowment fund-raising competition between the district's committees to raise \$50,000..	\$ 10.00	-	-
6.2.2.1. Fiscal Capacity: Create a large display in the District office to show progress to the endowment goal.	\$ 10.00	-	-
6.3. Capacity to Succeed: Each District will increase their fund-raising dollars by 25% annually.	\$ 10.00	-	-
6.3.1. Capacity to Succeed: Increase annual popcorn sales by 20% in 2010.	\$ 10.00	-	-

6.3.1.1. Capacity to Succeed: Establish a team to scout out new locations for setting up sales tables.	\$ 10.00	-	-
6.3.2. Capacity to Succeed: Hold a silent auction.	\$ 10.00	-	-
6.3.2.1. Capacity to Succeed: Collect donations for the auction.	\$ 10.00	-	-
Totals	\$ 670.00	\$ 0.00	\$ 0.00

APPENDIX D: SCORECARD AND EVALUATION PLAN

Council Goals	Key Performance Indicators	Target	YTD	Variance
2.1. Risk Management: Each District will implement a Risk Management Committee that meets quarterly.	# of Districts with a Risk Management Committee that meets required number of times annually	3		
2.2. Office Systems: Each District will update their records management process to exceed BSA guidelines by July 30, 2011.	# of Districts with updated processes	3		
3.1. Governance: Each District will receive a minimum satisfaction rating of 80% annually from their staff and volunteers.	# of Districts that receive satisfaction rating of 80% annually	3		
4.1. Marketing: Each District will receive positive exposure in the media an average of 2 times a month annually.	# of Districts that got exposure twice in a month	3		
6.2. Fiscal Management: Each District will add \$50,000 to the endowment fund annually.	\$ that are added to the endowment fund annually	\$150,000		