

**Mount Diablo Silverado Council
Boy Scouts of America**

**2009-2013
Strategic Plan**



TRUSTWORTHY | LOYAL | HELPFUL | FRIENDLY | COURTEOUS | KIND | OBEDIENT | CHEERFUL | THRIFTY | BRAVE | CLEAN | REVERENT

words to live by

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INTRODUCTION

With the current 2004-2008 Strategic Plan ending, there was a strong desire to develop a strategic plan that would not be just a dusty document on a shelf, but set forth a strong vision of the future of Scouting in the Mt. Diablo Silverado Council (MDSC). Considerable effort was made to encourage the Scouting community to take ownership of the process and the eventual plan by conducting extensive focus groups and to have broad base involvement in developing the visions and goals that will guide the Council and provide input to the annual business and operating plans through 2013.

THE PLANNING PROCESS

From May to December 2007 the Strategic Planning Committee for the Mt. Diablo Silverado Council completed 15 S.W.O.T (Strengths, Weaknesses, Opportunities, and Threats) sessions. In total, more than 100 people, both paid and volunteer Scouters, provided input: Council Executive Board, Officers and Committee Chairs, Council professional staff, District Chairs and Commissioners, Wolfeboro Camp staff, Unit Leaders (North, South and LDS), major donors, and school superintendents.

In the spring of 2008, the Strategic Plan Core Committee recruited five subcommittees to draft the visions and goals comprising our strategic plan for the next five years. They were requested to respond to all of the strengths, weakness, opportunities and threats that were raised in the focus sessions.

The membership of the subcommittees was comprised of Council Officers, Executive Board Members, District Leaders, Unit Leaders and Professional Staff. The process was conducted in stages. The subcommittees would develop visions that would be then merged and coordinated by the core committee. Once visions were drafted, they were assigned back to the subcommittees to develop goals that would help achieve the vision. Finally the core committee blended all of the visions and goals into the final product.

Core Committee Members:

Ed Best

Ken Strongman, Chairman

Bob Cross

Al Westberg

Tom Edwards

Sub-Committee Members:

John April

Joe Darr

Kevin Kilduff

Steve Phillips

Lynn Cannady

Scott DeVenney

Eileen Ladarre

Valerie Ridgers

Bob Carns

Bill Dorband

Ken Lambert

Sheila Rowntree

David Colello

Dave Dotzler

Jason Lewis

Tom Schneider

Bill Collett

Bart Gledhill

Chelsea McClain

Rich Utter

Clint Collier

Rick Hornbeck

Anne O'Neal

Mark Curtis

Jim Jones

Lou Paulson

The 2009-2013 Strategic Plan approved by the Executive Board August 11, 2008

NARRATIVE DESCRIPTION OF THE COUNCIL

The Mt. Diablo Silverado Council is uniquely very diverse in ethnicity, socio-economics and geography.

The view from Camp Herms, 800 feet in the Berkeley Hills opposite the Golden Gate, is a perfect vantage point to observe areas of the Council. To the southwest, you can see the campanile of the University of California at Berkeley. Berkeley is the home of the Free Speech Movement, People's Park and at least one Boy Scout Troop that claims to be almost 90 years old. Journeying north along the shore of San Francisco Bay, through one urban mass that is composed of small towns, passing Asian shopping centers, biotech research centers and one Indian Reservation and its ubiquitous casino until reaching Richmond and its challenging inner-city neighborhoods.

East from Camp Herms is Wildcat Canyon Regional Park which is subject to regular mountain lion sightings. Moving east along the Council's southern border one encounters the fairly wealthy white-collar communities of Lafayette, Orinda, Moraga, Alamo, Danville and San Ramon. Moving northward is the urban center and business hub of Walnut Creek, and the suburban communities of Pleasant Hill, Concord, and Martinez. The eastern edge of the council consists of new growth commuter communities of Antioch, Brentwood, Oakley, and Discovery Bay. Mt. Diablo, at 3,849 feet, proudly dominates the center of these communities.

The Council is divided north and south by a deep water anchorage lined with refineries. They refine everything from Alaska crude oil to Hawaiian sugar. North is the international wine destination of Napa County. Passing under the colorful hot air balloons in the Napa Valley are beautiful vineyards, three star restaurants, farm labor camps, modest working-class farm communities and world acclaimed wineries. Further north is Lake County, a collection of rural farming communities, only two of which are incorporated towns, surrounding the largest natural freshwater lake within California and possibly the oldest lake in North America. Lake County is well known for recreation and agriculture.

To the southeast of Napa County is Solano County, former home of the state capitol – Benicia, and the US Army Camel CORPS. Solano County is currently the home of a major Air Force Base – Travis AFB. It is a mixture of agriculture, industry, suburbs – Vallejo, Fairfield and Vacaville, and wildlife refuges filled with elk.

THE COUNCIL BY THE NUMBERS

The Mt. Diablo Silverado Council is composed of parts of Alameda and Solano Counties, and all of Contra Costa, Lake and Napa counties. The total area is in excess of 3,561 square miles. The overall population is 1,663,895. Population is expected to increase 5.0% by 2012. While the overall population is expected to increase, the total available youth (TAY) is expected to decrease by 3.2%. Those identifying ethnically as White alone, will be also be decreasing, but all other racial classifications will be increasing.

Those who identify as two or more races are expected to increase by 22.2%. These changing youth demographics present challenging opportunities for our council. A detailed break down can be found in the appendix.

S.W.O.T. CONCLUSIONS

Below are the identifiable areas that surfaced during the S.W.O.T sessions as well as the issues that surfaced in each group.

A - PROGRAM:

It was felt by all groups that the MDSC has a strong program providing lots of outdoor opportunities. The program for the Council surfaced both as a strength and a weakness. It was generally felt that our Council offers quality programs to Scouts. However, there are concerns that as the demographics of the Council continue to change, the delivery of the programs offered need to be adjusted to meet current times. Further, it was generally felt that fine tuning was all that was necessary. As we compete for the available free time for Scouts and potential Scouts, the programs we offer need not only to attract their attention but also be relevant. Concern surfaced over the amount of attention programs get in the Council. It also was felt that the marketing of our programs needs improvement.

With regard to camping programs, at Wolfeboro concerns surfaced that the pay received by camp staff needs to be addressed to entice people to return. It was felt that continual on-the-job training detracts from the quality of the camping experience. There was also concern that the MDSC does not do enough to promote Venturing participation at Camp Wolfeboro.

B - VOLUNTEERS:

Care and feeding as well as training of volunteers was a weakness, but volunteer commitment to Scouting was identified as one of the Council's key strengths. In addition to attracting talented people, the volunteers work well not only together but with professional Scouters. Concern surfaced that not all volunteers are properly trained. It was further felt that new volunteers need to be brought into the Program because many volunteers have held the same positions for quite some time. It was suggested that Charter Organizations could use their qualified employees as Scouters to impact new demographic groups.

It was felt that more emphasis needs to be given to volunteer training and that programs that volunteers run need to be made more user-friendly. An example given is National Youth Leadership Training (NYLT), where everything is laid out in 'cookbook' style on how to run this program.

BSA and MDSC bureaucracy is frustrating to many volunteers.

C - PROFESSIONAL STAFF:

All groups think that we have the best professional staff around. Equally good comments were attributed to the support staff. There is the feeling that they are all more than willing to pull their weight. Our staff is committed to the Council as well as to the Boy Scout Program. The positive sentiments also flowed over to the executive staff. However, there is concern with the turnover at the District Executive (DE) level. It is felt that in order to reduce turnover as well as attract new employees who will remain with the Council for some time, the overall compensation and benefit package we offer needs not only to be reviewed but changed to be competitive with other Bay Area employers. It was strongly felt that each district should have a fully trained DE, and that they remain with the same district for awhile to provide continuity.

The camp staff and DE's relate well to Scouts due to their relatively young age. At the camp staff level, turnover negatively impacts the quality of the program offered. Furthermore, turnover requires on-the-job training that negatively impacts the program and also slowly erodes camp traditions.

D - FACILITIES:

The majority of the groups interviewed had positive comments about our facilities. However, they all felt that all of the facilities were run down and in need of repair and updating. All need to be repaired and brought up to state of the art condition and regularly maintained. There was also a feeling that once the facilities are improved that they need to be used more to increase revenue. Several groups felt that Camp Herms should be made available to non-Scouters to increase revenue. It was also felt that consideration should be made to update Camp Wolfeboro into a year-round camp. It was generally felt that our camps are in great locations. However, all need attention. Camp Wolfeboro needs a new dining hall, larger kitchen, improved bathrooms and septic system. It was also expressed that the camps need more female bathrooms and showers.

E - COUNCIL:

All groups had favorable comments concerning the Council. It was felt that the Council has a good reputation in the communities served by the MDSC. Furthermore, it was felt that the Council has a good reputation with National, enhanced by the Past National President also serving on our Board and our Scout Executive coming from National to our Council. Several developmental areas surfaced. It was expressed that our Council should improve the overall relationship with the neighboring Boy Scout Councils. In addition, concern surfaced that we need to be more inclusive within the Council to the areas north of the Straits. Also, the volunteers need an organizational chart: i.e. who does what and who to call. It was also expressed that the Scout Executive is not well known in the community.

F - TRAINING:

Training scored high among the groups interviewed. The Scout Program does an excellent job training and preparing Scouts.

While we have strong training programs for adults, it was felt that we should train for more than “2 deep” leadership at the unit level thereby increasing the bench strength of each unit. In addition, it was felt that we should develop a training/orientation plan for new Scout parents.

Concern was also expressed in all groups over the timing and delivery of training that is given to the volunteer Scouters. This area was of particular concern to the LDS Charter Representatives. It was felt that more emphasis needs to be given to volunteer training and that training needs to be made more user-friendly. The camp staff also expressed a need for special training for Scouts with disabilities.

G - FINANCIAL/FUNDRAISING:

Many positive comments were made regarding the financial position of the Council. Several groups felt that the Council’s strength stems from its being fiscally sound. It is widely felt that the MDSC is fiscally responsible and has a good endowment program. It is generally felt that we have an undeveloped opportunity to solicit small businesses as well as larger corporations in our area for financial contributions. It was further felt that all too often we go back to the same businesses and major donors for financial contributions. New sources for giving need to be developed. It was also felt that more emphasis should be placed on growing the endowment fund.

Concern surfaced over the fact that volunteers need fundraising programs to administer which are not perceived as a burden for single parents and/or families in low economic areas of the Council.

H - BOARD:

It was felt that the current Board, while functioning well, does not reflect the communities that we serve. The diversity of the Scouts in our Council needs to be reflected at the Board level. Furthermore, it was felt that the Board needs more corporate clout through Board membership. It was also expressed that more women should be on the Board. Having the Past National President as a member of the MDSC Board is viewed as a strong positive.

I - GEOGRAPHY:

It is widely felt that the Council is located in a great place – Northern California. Our location allows for year round outdoor activities. Several areas of the Council are experiencing growth: East Contra Costa County, Solano and Napa Counties. The Council’s district structure was considered a strength. However, concern was expressed

about the ability to serve the outermost communities, e.g. Lake County. It was expressed that adult training is difficult when the Council Office is so far away. It was noted that the ever changing demographics of the population pose an opportunity and a potential threat to the Council.

J - PARENTAL INVOLVEMENT:

We have an older parent base in our volunteers. It was felt that we need to solicit and involve younger Scout parents in the Scouting program. It was further expressed that if one does not involve parents early on in a positive manner where they can be successful, it is unlikely that they will become involved later on. It was also felt that we need to solicit and involve Scouts and their parents who have aged out of the program. Concern was expressed that because in many households both parents work, a “drop and run” mentality exists with the parents of many Scouts.

K - COMMUNICATIONS:

All areas of communication in the Council need to be improved. None of the groups expressed any strengths regarding communication. It is generally felt that immediate attention to this is critical. The Website (see M-Technology) needs to be fixed and maintained as a reliable source of information for the Council. In addition, communication internally as well as externally to the end user needs to be addressed and fixed. It was also felt that communication to the Scouts’ parents needs to be addressed as well as communication to past Scouts and Scouters for involvement and financial support. E-mail has become a significant element in the way people communicate. Council communication needs to keep pace with how Scouts as individuals communicate. It was felt that the Council needs to do a better job of communicating to the volunteers. In fact, several people remarked that many volunteers do not know who our Scout Executive is. It was also felt that there should be some sort of regular communication that goes out, particularly messages that tell the Scout story to counter “political correctness” concerns. One older volunteer expressed sadness that *Smoke Signals* is on line. It was expressed that more positive PR is needed as well as listing the phone number for the Council in the phone books in outlying districts. The camp staff expressed a need for radios in each area of Camp Wolfeboro.

L - RECRUITMENT:

Today, the MDSC has a challenge recruiting youth and competing for their available time. As traditional school access has been greatly diminished, the Council needs to look for ways to recruit new Scouts that do not require school access. With regard to youth recruitment, the LDS representatives expressed concern that available LDS youth and their families are leaving to live in more affordable areas.

It was felt that there is a good pool of potential people able to be involved in Scouting. Lots of retirees are available. Recruiting materials need to be available to support the

recruiting process. It is felt that we need to tap into various ethnic groups for a more diverse group of volunteers.

M - TECHNOLOGY:

As technology will be the cornerstone of our communication plan (see K-Communication), it is an area that needs not only immediate attention but constant monitoring and updating of hardware and software. Particular areas that need to be addressed are data base management and the Website. It was felt that the Council currently does not have anyone either internally or externally to address this area. Several opinions were expressed that this is an area that needs to be addressed and fixed as it impacts many other areas in the Council. Concern was expressed equally that since we are in the land of technology we should have a great Web site that is the cornerstone of communication. Further, the data on the Web site needs to be accurate and up-to-date. A three year calendar should be on the Web.

N - POLITICAL CORRECTNESS:

It was perceived as a weakness that the Boy Scouts of America in general have allowed others to define Scouting as opposed to being pro-active and defining who we are and for what we stand. As a Council we need to articulate what Scouting is and to tell our story. We need to continually work on positive public relations.

MOUNT DIABLO SILVERADO COUNCIL'S VISIONS AND GOALS

It is our aim that the visions and goals for the MDSC strategic plan conform to the strategic plan framework developed by Boy Scouts of America. Added to the Five Guiding Principles of the Boy Scouts of America are two additional guiding principles that will provide additional focus for MDSC.

BOY SCOUTS OF AMERICA

Mission: 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.

Scout 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.

Scout Law: A Scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean, and reverent.

Vision: 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.

FIVE GUIDING PRINCIPLES OF THE BOY SCOUTS OF AMERICA

1. Every eligible youth has an opportunity to be involved in a quality Scouting experience.
2. The number of engaged, accountable volunteers is dramatically increased at all levels of Scouting.
3. Every local council is fiscally sound.
4. Local, regional, and national charter organizations and strategic alliances are identified and engaged.
5. Enough of the right professionals are identified, developed, and retained in the right positions at all levels, with a focus on diversity.

SEVEN GUIDING PRINCIPLES OF THE MT. DIABLO SILVERADO COUNCIL OF THE BOY SCOUTS OF AMERICA.

1. Every eligible youth within the MDSC will have an opportunity to be involved in a quality Scouting Experience.
2. The number of engaged, accountable volunteers is dramatically increased at all levels of Scouting within the MDSC.
3. MDSC is fiscally sound.
4. MDSC will identify strategic alliances and engage them to advance the mission of Scouting.
5. Enough of the right professionals are identified, developed, and retained in the right positions at all levels, with a focus on diversity within the MDSC.
6. MDSC will improve communications for both internal and external audiences and will implement an ongoing technology plan to allow the Scouting community to be trained in use of that technology.
7. While the operational areas of the MDSC are performing at a high level, we will continually seek areas of improvement.

A. EVERY ELIGIBLE YOUTH WITHIN THE MOUNT DIABLO SILVERADO COUNCIL WILL HAVE AN OPPORTUNITY TO BE INVOLVED IN A QUALITY SCOUTING EXPERIENCE.

By 2013, the Mt Diablo Silverado Council will have developed innovative, nontraditional recruitment methods in all demographics of the council to recruit and retain all available youth and adults.

Even with declining youth populations, increase annually the membership in all program areas including specific growth in our ethnic communities.

- Cub Scouts – 1.5% annual growth
- Boy Scouts – 1% annual growth
- Venturing – 1% annual growth

Every non-LDS Cub Scout unit will have an active Tiger Cub den. Annual objectives are:

- December 2009 – 50% of units
- December 2010 – 60% of units
- December 2011 – 70% of units
- December 2012 – 80% of units
- December 2013 – 90% of units

Increase Venturing membership through new charter organizations.

- By December 2009, identify churches and service organizations not currently having Venturing even if they currently sponsor packs and/or troops.
- Meet with them and present value of Venturing for their programs.
- 2010-2011, Increase number of Venture units by 10% each year.
- 2012-2013 Increase number of Venture units by 5% each year.

Develop our own program implementing the National Eagle Scout Initiative Plan in the Council.

- April 2009 have plan completed.
- September 2009 rollout plan.

Develop our own program implementing the National Parent Initiative Plan in the Council.

- April 2009 have plan completed.
- September of 2009 rollout plan.

Recruitment themes to be developed annually to excite those in program and to excite others to join.

The Council will continue to explore and implement innovative programs to insure an adequate outreach to all demographics of the council.

- By December 2009 the Council will develop a matrix of all major demographics in the council and determine the percentages of these youth served by Scouting.
- By December 2010 the Council will have a written plan to address reaching out into all underserved demographics with a plan to increase involvement in Scouting.
- During 2011 the Council will evaluate the effectiveness of outreach efforts and modify as needed.
- During 2012 and 2013 the Council will continue to evaluate and modify as needed.

The Council will research and implement ways to deliver the Scouting program that are more effective and efficient with current and future societal needs.

- During 2009 the Council will study program content being delivered at council and district events as to the program's relevance and excitement level for event participants.
- By December 2009 the Council will research alternative delivery methods being developed and used in other councils and from the national organization.
- During 2010 the Council will implement planned changes to content of program delivered at council and district events.
- By December 2010 the Council will have identified and implemented selected alternative program delivery methods for volunteer leaders.
- 2011 to 2012 – The Council will continue to evaluate and modify both the program content and delivery options as needed.

By 2013 there will be effective recruitment and retention programs developed to provide for seamless transition between programs and encourage retention of youth, e.g. Cub Scouts to Boy Scouts to Venturing.

- By December 2009 each district to have training for Den Chiefs.
- By December 2009 lists of trained Den Chiefs will be available to dens wishing a Den Chief.

Each unit will develop a unit profile, contacts, and specialties for inclusion in the Council website along with training ratios and special recognitions.

- 2010 – 40% of units
- 2011 – 60% of units
- 2012 – 80% of units
- Review profiles annually
- By December 2010 develop systems to keep unit profiles, etc. up to date and accurate without increasing Council staff workload.
- By December 2010 be able to contact directly all current Scouts age 14 to 18 annually regarding Venturing units.

By 2013, the Mt Diablo Silverado Council will deliver the promise of a quality year round outdoor program for participants and leaders through the camping program.

- By December 2009, have a written board approved long range [50-year horizon] plan for all council properties.
- Research the possibilities of new outdoor property acquisition to be owned by council.
- By December 2010, have a written camping plan for:
 - Cub Scout resident, family programs
 - Boy Scout weekend, long term, high adventure programs
 - Venturing programs
 - Non-traditional Scouting programs
- By December 2009 develop and implement plan to increase the number of in-council units using long term camp by 10% annually.
- Research possibilities of adding more outdoor experiences for units and youth programs on council owned properties within easy driving distance.

By 2009, the Scout Centennial committee will have rolled out an innovative program celebrating 100 years of Scouting of which the MDSC's Scouting community will be proud and enjoy.

By December 2011 MDSC will have a master plan for use of Learning For Life within MDSC. It will include an evaluation of current usage, a strategic plan for LFL and funding plan.

- By December 2009, establish ad hoc committee to develop master plan.
- By December 2010, draft master plan.
- By December 2011, roll out master plan.

B. THE NUMBER OF ENGAGED, ACCOUNTABLE VOLUNTEERS IS DRAMATICALLY INCREASED AT ALL LEVELS OF SCOUTING WITHIN THE MOUNT DIABLO SILVERADO COUNCIL.

By 2013, each adult volunteer will consider the program to be valuable to themselves, their children, and the community by becoming fully trained to provide the best program for our youth.

- Communicate the value of training to direct contact leaders, Committee Chairs, and Charter Organization Representatives and the Scouting community
 - By September 2009 communicate with a written letter
 - By December 2009 report on the Council Website by unit, each unit's percentage of direct contact leaders trained in their current position.
 - By September 2010 remind units whose leaders have not attended training for their position with letter of encouragement.
 - 2011 – 2013 continue this process
- Use technology to deliver training when and where ever possible.
 - June 2009 have written plan on needs
 - June 2010 Implement plans
 - January 2011 ensure the Scouting community understands the use of training technology and equipment
- Pack Trainer position established in packs to assist in new Cub Scout leader training.
 - By December 2009 5% of packs participating
 - 2010 – 2013 increase by the total participation rate 10% annually
- Parent Coordinator position established in all traditional units and Parent Coordinators fully trained.
 - By December 2009 5% of all traditional units participating
 - 2010 – 2013 increase by the total participation rate 10% annually
- Increase number of Quality Units by 3% annually from Dec. 2009 to Dec. 2013.
- Annually increase the total percentage of direct contact leaders trained in their position.
 - Dec. 2010 – Dec. 2012 10%
 - Dec. 2012 – Dec.2013 15%

C. THE MOUNT DIABLO SILVERADO COUNCIL IS FISCALLY SOUND.

By 2013, Mt. Diablo Silverado Council will have developed and implemented a fund raising/endowment program to effectively support the financial needs of the council.

- By December 2009, the Executive Board will review, evaluate and implement key components of the current fundraising and endowment programs of the council for their effectiveness and true potential.
- By December 2009, identify individual and corporate donors who are motivated to expand Scouting's impact into underserved youth in our Council.
- By December 2009, identify foundations that would support these specific initiatives.
- By December 2009, identify new fund raising and publicity models.
- By December 2010, the Executive Board will reestablish a fundraising plan for all of the council.
- By December 2010, the Endowment Fund will have 10 million dollars in assets.
- By December 2012, the Executive Board will review the results of the fundraising plan and assess the currently established and future fundraising goals.

D. THE MOUNT DIABLO SILVERADO COUNCIL WILL IDENTIFY STRATEGIC ALLIANCES AND ENGAGE THEM TO ADVANCE THE MISSION OF SCOUTING.

The Mt Diablo Silverado Council will demonstrate to the community the importance of the Scouting movement.

- Write an annual report in February on the State of Scouting in MDSC to all community newspapers. It should include number of Eagles, service projects, and hours for service for the previous year.
- The council will have a trained public relations person to act as liaison to local newspapers helping units to write up service projects and other positive news items of interest.
- Each year the Council will communicate with units to encourage participation in council events, e.g. Scout Sunday/Sabbath.

By 2013, the Council will have identified the key positions in all Districts' leadership (including Scout Reach) and have them fully trained and staffed with a succession plan implemented.

- By December 2009, each District will research and identify minimum of 5 key positions that need to be fully staffed and trained.
- By December 2010, each District will implement recruitment and training of key identified positions.
- By December 2010, each District will continue to implement recruitment and training of key identified positions.
- By December 2012, each District will continue to implement recruitment and training of key identified positions.

- By December 2012, Council leadership will review progress of each District in obtaining their goals.
- By December 2013, Council leadership will review each District's overall plan and accomplishments in relationship to the goals established and will make necessary adjustments to the goals or the implementation model in order to achieve success.

By December 2013 charter organization's leaders will be fully trained to deliver Scouting programs, will deliver the programs to meet the objectives of Scouting and the needs of the charter organization and will be recognized for their contribution to Scouting.

By December 2009:

- Develop an effective MDSC Relationships Committee
- MDSC will study and evaluate the effectiveness of the current council organizational structure as it relates to effective delivery of the Scout Reach program.
- Develop models of recognition for charter organizations
- MDSC Venturing Chair and Venturing youth leadership to get seriously and actively involved setting up meetings with the youth groups of Key Community Service Clubs.

For each year from 2010 to 2013:

- Hold a Conference of Charter Representatives
- Present recognitions at annual meetings
- Host "Convocation of Charter Organizations" to help us reach un-served areas of our communities

Strengthen linkage between alternative models (both Scout Reach and Learning for Life) and traditional Scouting programs

By December 2009:

- Include a clear explanation in all presentations and in all training modules, i.e. Boy Scout/Venturing youth leadership training, adult leadership training, Executive Board orientation, and parents to better understand alternative models.
- Solicit from youth leadership and adult leadership ideas for cooperation opportunities between traditional and alternative Scouting models.
- Develop Relationships Committee speaker's bureau capable of clearly articulating these alternative Scouting models to potential new charter organizations.
- Set up specific target percentages of schools or communities not now being served that we want to have these alternative Scouting options - and new charter organizations - during each of the plan years between 2009 and 2013.
- Make plans that will use Nature & Environmental Centers being contemplated at council facilities to work with elementary schools (5th-8th grades) connection to Scouting through nature models.

- Develop a clear understanding of, and begin assembling a master plan of Learning for Life within the Council including funding sources.

By December 2010:

- Include camping and summer camp (including all National High Adventure Camps, e.g. Philmont) opportunities for youth involved in alternative Scouting.
- Develop special programs to expand the concept of Scout Reach into alternative education such as arts and music, etc. and/or include them in current Scout Reach programs.
- Develop plans to utilize council properties for school programs that complement Scouting both traditional and alternative. Example: use a Nature and Environment Center to work with 5th-8th grade elementary students with either day programs or over night or both.
- Evaluate annually whether the programs are accomplishing their goals and adjust our goals accordingly.

E. ENOUGH OF THE RIGHT PROFESSIONALS ARE IDENTIFIED, DEVELOPED, AND RETAINED IN THE RIGHT POSITIONS AT ALL LEVELS, WITH A FOCUS ON DIVERSITY WITHIN THE MOUNT DIABLO SILVERADO COUNCIL.

MDSC will anticipate staff needs and will be proactive to achieve growth and improved services.

Tentative Hiring Plan by year end:

- 2009: Finance Assistant.
- 2010: IT staff person or outsource the function.
- 2010: District Executive – Scout Reach
- 2010/11: District Executive.
- 2011: District Executive.
- 2011: General Duty Staff Person.
- 2012: Director – Support Services (Hispanic focus).

To attract and retain quality staff, the compensation and benefits need to be competitive with similar opportunities in the Bay Area.

By December 2008, be in position to recommend a compensation and benefits plan in consonance with new National standards.

By December 2008, establish council compensation and benefits committee to study and recommend any proposed employee benefit enhancements to the Executive Board.

F. THE MOUNT DIABLO SILVERADO COUNCIL WILL IMPROVE COMMUNICATIONS FOR BOTH INTERNAL AND EXTERNAL AUDIENCES AND WILL IMPLEMENT AN ONGOING TECHNOLOGY PLAN TO ALLOW THE SCOUTING COMMUNITY TO BE TRAINED IN USE OF THAT TECHNOLOGY.

MDSC will continuously improve communications for both internal and external audiences and support the strategies for the council's key program, financial and membership functions.

By January 2009, establish a Council Communication Committee to create a formal communications plan following the MDSC Communications Strategy Framework (see appendix).

By December 2009, the Council Technology Committee will implement a state of the art and ongoing technology plan to allow the council staff to be current technologically (both hardware and software) and will keep the Scouting community current, and trained in use of that technology.

By March 2009, develop plan scope and needs requirements.

By December 2009, develop and implement plan.

By December 2009, MDSC will be actively involved in defining the parameters of communication for Scouting issues and benefits to the communities we serve.

Expand our existing speakers bureau in order that our message, who we are and what we do, can be presented to Service Clubs, and similar groups throughout our geographical area. Appropriate materials should be developed to assist our speakers.

Establish a program with clear goals and target dates (during 2009); identifying groups to whom presentations would be made, and when this would occur.

Create and implement a brief and well focused training program for leaders at the Council, District, and Unit level, in order to be proactive in this area. Among other things, the Scouting program builds character and teaches self reliance.

MDSC will be 'paperless' as possible, including historical records.

By June 2009, develop a matrix of all classes of documents (retention period, need to maintain hardcopy originals, if hardcopy needs to be retained onsite, etc).

By December 2009, develop plan to implement matrix of documents.

By December 2010, Roll out plan.

By December 2011, Re-evaluate matrix in light of current legal requirements and technology/processes available.

G. WHILE THE OPERATIONAL AREAS OF THE MOUNT DIABLO SILVERADO COUNCIL ARE PERFORMING AT A HIGH LEVEL, WE WILL CONTINUALLY SEEK AREAS FOR IMPROVEMENT.

By 2012 The Executive Board membership will be based on an individual's desire and ability to advance the mission of Scouting, it will reflect the ethnic diversity of the Council, and will be gender neutral.

By December 2009, create a recruitment materials packet of information to handout to potential Board members that explains Scouting, the Council and the roles and responsibilities of a Board member.

By December 2009, establish a year round Board Development Committee to commit to achieving this vision.

By June 2010, Board Development Committee will consider and establish a matrix/ guide to achieve this vision.

By December 2011, Council will review the progress of the Board Development Committee in achieving the vision.

By December 2012, Council will review the goals established by Strategic Plan to ascertain if the goals are still valid and obtainable.

The Executive Board needs to be an active, functional and engaged body that reflects its purpose and maximizes individual Board members strengths.

By December 2009, the Council will develop a Board Member responsibility checklist, will consider conducting an Executive Board retreat, and will create a manual for Executive Board members that detail their responsibilities and expectations.

By December 2010, Council will plan and schedule a Board retreat to coincide with Scouting's Centennial.

By December 2011, Council will plan and schedule an annual Board retreat.

By December 2012, Council will reevaluate materials provided to the Board for their purpose and effectiveness.

By 2010, MDSC will have adopted a plan to develop a more cohesive Council involving all geographic areas of the council.

The Council will schedule Council Executive Board meetings in areas around the Council, to promote a greater sense of connectivity.

By December 2009, develop teleconferencing capabilities around the geographical area of the Council.

By 2013, MDSC will have made improvements to facilities/properties to enhance the delivery of a quality Scouting program.

By December 2009, complete a detailed facilities/property master plan for the use and development of all council properties. Start construction projects at Camp Herms and Council Service Center. Submit a Camp Wolfeboro Master Plan to the Forest Service for their review and approval.

By December 2010, continue construction projects at Camp Herms and Council Service Center. Submit Camp Wolfeboro plans to County agencies.

By December 2011, complete Camp Herms and Council Service Center development projects and start construction projects at Camp Wolfeboro.

GLOSSARY

Bay Area – San Francisco Bay Area

DE – District Executives

Direct Contact Leader – Adult that is in direct contact with youth, e.g. Scoutmaster, Den Leader but not district commissioner.

Districts – a smaller geographic operating area of the council.

LDS – Church of Jesus Christ of Latter-Day Saints

MDSC – Mt. Diablo Silverado Council

NYLT – National Youth Leader Training

Scouters/Volunteers – Any adult leader or other active participant in the Council and its programs that is not an employee of MDSC.

Scouts – youth participants in our programs

Straits - Carquinez Strait, it runs east to west through the Council

S.W.O.T – Strengths, Weaknesses, Opportunities and Threats

APPENDIX

Charter Relationships

By December 2009:

- Develop an effective MDSC Relationships Committee
 - With Charter Representatives involved
 - With representatives of under- and un-served communities represented
 - Committee members selected because they are “Motivated to serve, not just sit”.
- Identify every Charter Organization in MDSC
- Identify every Representative of each Charter organization.
- Recruit Additional/Un-served charter organizations
 - Identify potential charter organizations not enlisted
 - Include ethnic diversity
 - Identify youth not being served
 - Find untapped community leaders
 - Develop those charter organization’s contacts
 - Determine how MDSC can maximize service in their locale
 - Orientation and training of partners
- Develop models of Recognition for charter organizations
- Examples:
 - Meetings with them
 - Emphasis on conducting charter presentations by commission staff.
 - Scout week contact at temple/church/synagogue
- Setting up meetings with the youth groups of Key Community Service Clubs such as (Kiwanis) Leos (Lions) and Interact (Rotary). Also meet with representatives of local hospitals, industrial companies and police & fire agencies. Leadership to explain the benefits of registering or cross registering and participating in summer activities and also work with Learning for Life high school surveys to help “Spin Off” Venture Crews. Other possible crews could come from Vo-tech areas like auto & wood shop, electronics and healthy eating.

By December 2010:

- Hold a Conference of Charter Representatives with focus on:
 - How we can serve you
 - How you can serve Scouting
- Present Recognitions at annual meetings
- Host “Convocation of Charter Organizations” to help us reach un-served areas of their communities

By December 2011:

- Relationships Committee to evaluate how the prior year's Conference went and create an improved Conference for this year which better deals with Charter Representatives' focus on
 - How we can serve you
 - How you can serve Scouting
- Continue to present Recognitions at annual meetings
- Again host "Convocation of Charter Organizations" to help us reach un-served areas of their communities

By December 2012:

- Relationships Committee evaluate how the prior year's Conference went and create an improved Conference for this year which better deals with Charter Reps' focus on
 - How we can serve you
 - How you can serve Scouting
- Continue to present Recognitions at annual meetings
- Again host "Convocation of Charter Organizations" to help us reach un-served areas of their communities

By December 2013:

- Relationships Committee evaluate how the prior year's Conference went and create an improved Conference for this year which better deals with Charter Reps' focus on
 - How we can serve you
 - How you can serve Scouting
- Recognitions at annual meetings
- Continue an improved "Convocation of Charter Organizations" to help us reach un-served areas of their communities

Strengthen linkage between alternative models (both Scout Reach and Learning for Life) and traditional Scouting programs

By December 2009:

- Include a clear explanation in all presentations and in all training modules, i.e. Cub/Scout/Venturing youth leadership training, adult leadership training, Executive Board orientation, and Parents to better understand alternative models.
- Solicit from youth leadership and adult leadership ideas for cooperation opportunities between traditional and alternative Scouting models.
- Develop Relationships Committee speaker's bureau capable of clearly articulating these alternative Scouting models to potential new charter organizations.

- Set up specific target percentages of schools or communities not now being served that we want to have these alternative scouting options - and new charter organizations - during each of the Plan years between 2009 and 2013
- Make plans that will use Nature & Environmental Centers being contemplated at council facilities to work with elementary schools (5th-8th grades) connection to Scouting through nature models.
- Develop a clear understanding of, and begin assembling a master plan of Learning for Life within the Council including funding sources.

By December 2010:

- Include camping and summer camp (including all National High Adventure Camps, e.g. Philmont) opportunities for youth involved in alternative scouting.
- Develop special programs to expand the concept of Scout Reach into alternative education such as arts and music, etc. And/or include them in current Scout Reach programs.
- Develop plans to utilize council properties for school programs that matter that complement scouting both traditional and alternative. Example: use a Nature and Environment Center to work with 5th-8th grade elementary students with either day programs or over night or both.
- Evaluate annually the programs are accomplishing their goals and adjust our goals to the results.

MDSC Communication Strategy Framework

VISION

To improve communications for both internal and external audiences and support the strategies for the council's key *Program, Financial* and *Membership* functions.

RECOMMENDATIONS

- A permanent **Communications Committee** to be put in place to create a formal communications plan.
- The **Communication Plan** to:
 - Outline specific goals, objectives and tactical plans to achieve the MDSC communications vision.
 - Be holistic and encompass communications enhancements targeted at each of the key user communities including: Programs, Volunteers, Staff, Training, Financial/Fundraising, Recruitment, Retention, Community relations, etc.
 - Take into consideration the: 1) target audience 2) communications content 3) delivery method suitable for the message and target audience and 4) frequency required to ensure timely communications.
 - Include the process, budget and implementation timeline for execution.
- A **Gap Analysis** to be performed to identify specific gaps between communications deficiencies experienced in the current environment and the level and type of communication expected in the desired environment.
- A **Single Point of Contact** should be established to approve, facilitate and funnel communications to target audiences.
- Create **Processes** when and where appropriate to streamline and facilitate communications
- **Replicable Process Models** to be created to support formal communications for cyclical events. (Recruiting, FOS, Scouting for Food, Fundraising, etc)
- A **Skills Inventory** to be created as a resource to identify the skill set of scouters and parent volunteers that the MDSC can draw upon. (i.e. Public relations, Marketing Communications, etc.)

Communication Strategy Framework

	Target Audience: Internal	Target Audience: External	Notes
Target Objective	<p>Servicing the existing internal user community.</p> <ol style="list-style-type: none"> 1) Council Staff & BOD 2) Districts, Units, SM's, families, registered scouters, volunteers, etc. 	<p>Reaching out to external audiences.</p> <p>Inform the general public.</p> <p>Selling new prospects.</p> <p>Maintain relationships with alumni.</p> <p>Communicating with donors.</p> <p>Media – TV / radio / print / web</p>	<p>Recommend 3-tier strategy</p> <p>Tier 1 – Need to have Tier 2 – Like to have Tier 3 – Wish list</p> <p>Bridge “communications silos” within Council and between Council, Districts, Units, families.</p> <p>Reduce turnover and improve retention of staff, scouts/scouters, volunteers, donors, etc.</p>
“Push” Communications	<p>Information periodically “pushed” out to target user groups on a regularly scheduled basis. (i.e. bi-weekly, monthly)</p> <ul style="list-style-type: none"> • Scouts/scouters 	<p>Information periodically “pushed” out to target user groups on a regularly scheduled basis. (i.e. bi-weekly, monthly)</p> <ul style="list-style-type: none"> • Alumni • Donors <p>PR – e.g. what scouts do for the community</p>	<p>Full time, Part time or Outsource PR (for-fee or pro-bono)</p> <p>** With its improved impact on Donors, this position will be self-funding.</p>
“Pull” Communications	<p>Central repository for information and resources accessible to be “pulled” by users. (i.e. calendar, resources, forms, references, publications, etc.)</p>	<p>Information to be “pulled” by prospective new scouts/scouters or other target audiences.</p>	

Audience Information	Individual user information to be input and maintained by the end user community (i.e. Unit, SM)	Compiled and maintained by Council (i.e. Donors)	May include Unit e-mail distribution/contact lists, etc.
Wiki	Repository of user-contributed knowledge leveraged across the internal user community and accessible by all Districts, Units, etc.	n/a	
Website	Easy to navigate Searchable	Easy to navigate Searchable Avoids arcane scout terminology.	
Archive		Extend “shelf life” of PR, news clips, etc. by archiving.	
Marketing Communications		Proactive marketing plan for PR, fundraising, recruitment and retention.	Full-time/part-time employee or Outsourced solution.
Communications vs. Information Technology functions			<p>Communications & IT to serve distinct functions.</p> <ul style="list-style-type: none"> • Communications as the product or deliverable. • IT/technology as the delivery vehicle.

Council Demographic Summary

Mount Diablo Silverado Council #23

Population and Household Characteristics, 2007 through 2012:

Family/Households	2007	2012	% Change
Overall Population	1,663,895	1,746,873	5.0%
Number of Households	600,179	627,370	4.5%
Number of Family Households	411,166	429,987	4.6%
Average Household Size	2.72	2.74	0.7%
Median Age	37.2	37.8	1.6%

Ethnic Profile of the Council Area, 2007 through 2012:

Race & Ethnicity	2007	2012	% Change
White Alone	986,823	981,025	-0.6%
Black Alone	167,780	171,828	2.4%
American Indian Alone	11,759	12,100	2.9%
Asian Alone	221,154	253,163	14.5%
Pacific Islander Alone	7,502	7,975	6.3%
Some Other Race Alone	156,340	183,265	17.2%
Two or more races	112,537	137,517	22.2%
Hispanic Origin (Any Race)	343,976	405,672	17.9%

Overall, TAY between 2007 and 2012 will change by -3.2%. Changes by specific program include:

TAY	2007	2012	% Change
Cub Scouts (boys 6-10)	58,242	56,293	-3.3%
Boy Scouts (boys 11-13)	37,826	35,157	-7.1%
Venturers (boys and girls 14-16)	73,286	72,529	-1.0%

Key Strategic Implication:

Plan an emphasis on greater density among all program segments through retention of existing units/youth and reaching new chartered organizations.