

South Texas Council Strategic Plan Overview

- Goal: To deliver Sustained Membership Growth of ten percent per year by providing the youth and adults in the communities served by the Council with a dynamic Scouting program which (i) is led by well-trained leaders, (ii) focuses on safety, quality, and inclusivity, and (ii) is financially sound.



Focus on Five Major Pillars, Each With a Corresponding Goal:

Pillar	Goal
Training	Adult Leaders Trained
Growth	Youth Membership Growth
Retention	Youth and Unit Retention
Financial Sustainability	Operating Budget and Endowment
Diversity	Youth and Gender Diversity



2023-2025 Strategic Plan

South Texas Council

Boy Scouts of America

Goal:

To deliver Sustained Membership Growth of ten percent per year by providing the youth and adults in the communities served by the Council with a dynamic Scouting program which (i) is led by well-trained leaders, (ii) focuses on safety, quality, and inclusivity, and (ii) is financially sound.

Executive Summary:

President Julio Reyes requested the preparation of a Strategic Plan to lead the Council for the next three years. David Harris was asked to chair this effort. The plan is based on five Pillars which focus on those areas that our Council leadership and professional team members of our National Service Territory believe are critical for the growth and success of Scouting in our area. Volunteer teams have developed specific goals for each Pillar which are designed to enable the Council to achieve the Council's Strategic Goal. As part of this process, each Pillar Team developed specific objectives to be attained or completed during each of the three years covered by the Strategic Plan. It is anticipated that the successful achievement of these objectives will ensure that the goals of each Pillar will be met. In turn, it is anticipated that the successful achievement of the Pillar goals will result in the achievement of the Council's Strategic Goal. The Pillars are identified as follows:

Training

Led by Walker Perkins, Council Training Chair, the primary goals of the Training Pillar are to (i) enhance and maintain an environment for safe Scouting experiences, (ii) facilitate and encourage all adult Scouters to become Youth Protection Trained leaders, (iii) provide a comprehensive leader specific training program for Scout leaders, (iv) provide a standard checklist for District Training Teams, and (v) plan and host a University of Scouting event.

Growth

Led by Ruth Luna, Council VP Membership, the primary goals of the Growth Pillar are to develop and facilitate effective programs for (i) promoting Scouting and recruiting and retaining Scouts and leaders, and (ii) identifying and supporting new charter organizations and new Scout units through development of a marketing strategy that will address traditional recruiting as well as outreach programs.

Retention

Led by Tammy Rands, Council Commissioner, the primary goals of the Retention Pillar are to enhance and support Scout Unit retention by (i) recruiting, supporting, training and retaining additional Unit Commissioners (ii) providing increased effective communications, contact and

support for Scout Units, and developing a new Unit Onboarding Program to provide specific support to new units during their first year of operation.

Sustainability

Led by Travis Nelson, Council Finance Team, the primary goal of the Sustainability Pillar is to improve and maintain the Council's financial health by developing (i) a long-term Council budget program, (ii) creating a Development Committee and funding a Development Officer, (iii) planning for growing and expanding the Council's Endowment, and (iv) developing and tracking finance committee key performance indicators.

Diversity

Led by Augustin Rivera, Jr., Council VP Diversity, the primary goals of the Diversity Pillar are to (i) match Youth, Volunteer, Board diversity with STC diversity demographics, (ii) develop outreach, recruitment, and retention strategies to maintain diversity, (iii) implement diversity programming and training for staff, volunteers, and Board members, and (iv) sustain Youth, Volunteer, and Board diversity.

Details of each Pillar's goal and objectives are included in the attached Pillar Reports.

**2023-2025 Strategic Plan
South Texas Council
Boy Scouts of America**

PILLAR: TRAINING

Goal: Reach minimum YPT Threshold of 98%.

Council Performance Measure: YPT Threshold of 98% minimum

Pillar Team

Chair Walker Perkins

Staff Advisor David Hebert

Team: Laura Edmondson, Adrian Castillo, Sheena Thetford, Angela Valdez

Focus Areas

Youth Protection Training

Top Leader Training

Outdoor Leader Training

2023 Objectives

1. Do develop a monthly checklist for Unit Training Chairs, District Training Chairs, and the Council Training Chair to regularize a system whereby duties can be performed more reliably and uniformly.
 - a. Target Date: August 2023. By Whom: Council Training Chair
2. Redevelop marketing materials that reflect present training events and practices.
 - a. Target Date: 15 July 2023. By Whom: Council Training Chair
3. Schedule two BALOO and IOLS courses per year to be run and staffed by District Trainers. Schedule all events 6+ months in advance. (ongoing)
 - a. Target Date: August 2023. By Whom: Council Training Chair
4. Effect policy changes to adopt annual YPT requirements for the council, analogous to those adopted by other NST 7 councils. (see addendum)
 - a. Target Date: Immediately. By Whom: Council Executive Committee.

2024 Objectives

1. Verify adherence by District Training Chairs to their monthly task sheet.
 - a. Target Date: Monthly By Whom: Council Training Chair
2. Begin reverse planning a University of Scouting Event for the South Texas Council, to be held on the alternate year of the Council Camporee
 - a. Target Date: August 2024 By Whom: Council Training Committee

2025 Objectives

1. Verify adherence by District Training Chairs to their monthly task sheet.
 - a. Target Date: Monthly By Whom: Council Training Chair
2. Hold a University of Scouting Event for the South Texas Council, to be held on the alternate year of the Council Camporee
 - a. Target Date: Prior to December 2025
 - b. By Whom: Council Training Committee

**2023-2025 Strategic Plan
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PILLAR: Growth

Goal: Increase market share to 2% by 12-31-2025

Council Performance Measure: As established by National the Council will maintain a 2% market share minimum or, if less than 2%, demonstrate continued improvement each year for a 10% growth each year between 2023 and 2025.

Growth Pillar Team

Chair: Ruth Luna

Staff Advisor: James Rangel

Team: Sharon Swize, Ralph Meyer, Sheena Thetford

Focus Areas

Youth Retention

Recruitment

New Unit Organization

2023 Objectives

1. Create Lists of new unit prospects by program, based on the needs of the District, that includes new charter organizations. Target Date: July 1, 2023. By Whom District Committee
2. Request and join in a Principals' Breakfast with local school Districts to build a partnership to serve more youth. Target Date: July 31, 2023. By Whom: Membership Comm. And Prof Staff.
3. Evaluate the developing a joint after school program between the Council and local school districts. July 31, 2023. By Whom Membership Comm and Prof Staff.
4. Evaluate the council's ability to increase the number of Scout Reach Units and if able develop a plan to begin increasing unit numbers. Target Date: July 31, 2023. By Whom: Membership Comm and Prof Staff
5. Identify possible volunteers to fill the VP of Marketing position and begin the inquiry process. Target Date: August 1, 2023. By Whom: Council President and Scout Executive
6. Hold recruitment Town Hall meetings for leaders on "Why membership growth is important and how to hold a successful membership recruitment event" in every district or regionally. Target Date: August 15, 2023. By Whom: Membership Committee and District leadership and Prof Staff.
7. Create a Council Membership Committee consisting of district membership chair and includes programming and training team volunteers. Target Date: August 2023. By Whom: VP of Membership, Scout Executive
8. Identify individuals for a Strategic Plan Review Committee. Target Date: August 31, 2023. By Whom: Council President, Scout Executive
9. Create and staff Webelos Transition Team to help increase long term retention Target Date: August 2023. By Whom: VP of Membership and Staff Advisor
10. Review the 2023 objectives and assess needs to make needed adjustments to the strategic plan for remainder of 2023 into 2024. Target Date: September 1, 2023. By Whom: Membership Com and Prof staff.
11. Have in place a VP of Marketing. Target Date: November 1, 2023. By Whom: Council President, Prof. Staff

2024 Objectives

1. Develop a year-round recruitment marketing plan that is focused on all levels of scouting. Target Date: January 31, 2024. By Whom: Membership Committee and Marketing Chair
2. Review current objectives and assess the status of the goal for growth and assess needs for adjustments Target Date: May 31, 2024
3. Develop a plan to recruit older youth into Venturing, Sea Scouts, and Exploring in schools. Target Date: June 1, 2024. By Whom: Membership Committee and Commissioners
4. Continue meetings with schools in a Principals' Breakfast with local school Districts to build a partnership to serve more youth. Target Date: July 31, 2023
5. Increase Scout Reach Plan by chartering 2 new units. Target Date: July 31, 2024. By Whom: Membership Comm and Prof Staff
6. Implement a pilot program for after school program. Target Date: July 31, 2024. By Whom: Membership comm and Prof Staff
7. Implement a BSA Program overview and orientation for New Leaders and Parents to help improve parent involvement Target Date: July 31, 2024. By Whom: Membership Committee, Training, Commissioner, Prof Staff, Marketing Chair
8. Develop a plan to recruit youth and adults in areas where no units exist. Target Date: August 1, 2024. By Membership Committee, Commissioners, and Prof Staff, Marketing Chair
9. Review current objectives and assess the status of the goal for growth and assess needs for adjustments Target Date: September 1, 2024. By Whom: Council President, Review Committee
10. Implement District activity base recruitments. Target Date: October 1, 2024. By Whom: Membership Committee, District Committee, Unit leaders, Marketing Chair
11. Review the objectives of 2023 and 2024 and assess the needs to achieve the overall goal. Target Date: November 1, 2024. By Whom: Membership Comm, Prof Staff

2025 Objectives

1. Review the objectives and status of the goal. Target Date: January 31, 2025_ By Whom: Membership Comm., Board President, Commissioner, Prof Staff.
2. Evaluate Pilot School based program and expand if positive success is found. Target Date: May 31, 2025
3. Review objectives and begin planning for next Strategic Plan for 2026-2028. Target Date: June 30, 2025. By Whom: Membership Comm., Board President, Commissioner, Prof Staff
4. Add 1 to 2 Scout Reach Units. Target Date: June 30, 2025. By Whom: Membership Comm and Prof Staff.
5. Continue utilizing a BSA Program overview and orientation for New Leaders and Parents to help improve parent involvement Target Date: July 31, 2025. By Whom: Membership Committee, Training, Commissioner, Prof Staff
6. Continue to join in a Principals' Breakfast with local school Districts to build a partnership to serve more youth. Target Date: July 31, 2025
7. Begin working on the Strategic Plan Objectives for 2026-2028 based on the assessment of the current goal if goal is does not seem to be achievable by Dec 31, 2025, or to expand on the current status. Target Date: August 31, 2025. By Whom: Strategic Planning Committee
8. Continue with District activity base recruitments. Target Date: October 1, 2025. By Whom: Membership Committee, District Committee, Unit leaders

2023-2025 Strategic Plan South Texas Council Boy Scouts of America

PILLAR: Retention

Goal: Retain 95% of units

Council Performance Measure: Base Retention Rate 91.4% in 2022

Pillar Team

Chair Tammy Rands

Staff Advisor Alexandria Manrique

Team: Alisa Hanshaw, Richard Luna, Pauline Payacek

Focus Areas

Unit Retention and onboarding

Unless Scouting units are strong and efficient, the program won't attract or retain scouts or adult volunteers. No matter how well organized the council and the district, the program delivery system stalls or fails with weak units. Strong units will help with youth retention. Onboarding will help new units succeed.

2023 Objectives

1. Every District will have a registered District Commissioner
 - a. Aztec-Vacant
 - b. Venado-Ryan Parr
 - c. LaSalle-Gary Ford
 - d. Four Winds-Alisa Hanshaw
 - e. Sea Breeze-acting commissioner-Richard Luna

With the help of District Chair and District Executive-identify and recruit for vacant positions.

Target date: 12/31/2023

2. Minimum of 2 unit visits to 30% of units (last year we were below 30%)
 - a. Identify those most in need-in danger of failing-low numbers, lack of training, etc. Priority to packs.
 - b. One Visit should be at unit meeting-not elsewhere
 - c. Visit may be completed by any registered commissioner in council, but ideally District or assigned unit commissioner-especially for unit assessment
 - d. Register visit in Commissioner tools
3. One of two visits shall include a detailed assessment
 - a. Complete a detailed assessment
 - b. Enter assessment in Commissioner Tools
4. Increase Unit commissioners by 15%
 - a. Query inactive (registered) commissioners and activate or remove from roster
 - b. District Chair/Commissioner/Executive help identify potential commissioners
 - c. Actively recruit whenever possible-at appropriate functions-
 - d. Assign unit upon completion of registration
5. Onboarding-
 - a. In conjunction with District training team, create a District onboarding team and checklists for:
 - i. New units
 - ii. New leaders
 - b. District commissioner or unit commissioner will be assigned to new unit
 - i. Minimum of 1 year
 - ii. Quarterly visits or more
 - iii. Onboarding team manages training for adult leaders and parents

2024 Objectives

1. Each District will have a District Commissioner
 - a. Replace any resignations
 2. Minimum of 2 visits to 50% of units
 3. One of two visits shall include a unit assessment
 4. Increase Unit Commissioners by 15%
 5. Continue onboarding
 6. Recruit a Council Round Table Commissioner and an Assistant RT Commissioner
- Will hold 6 council wide RT's-3 Cubs and 3 Scouts BSA

Target Date: 12/31/2024

By Whom: Council Commissioner(s) & RT, District Commissioners, Unit Commissioners, and onboarding team

2025 Objectives

1. Each District will have a District Commissioner
 - a. Replace any resignations
2. Minimum of 3 visits to 60% of units
3. One of three visits shall include a unit assessment
4. Increase Unit Commissioners by 15%
5. Continue onboarding
6. Recruit District RT Commissioners
 - a. District Committee will identify
 - b. Hold District level RT's-# to be determined by district
 - c. 2 districts will have RT Commissioners in place by end of year

Target Date: 12/31/2025

By Whom: Council Commissioner(s) & RT, District Commissioners and RT, Unit Commissioners, and onboarding team.

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PILLAR: FINANCE

Goal: Accumulate and maintain 3 months cash liquidity (1.5% Cash Reserve Factor)

Council Performance Measure: 3 months cash liquidity

Pillar Team

Chair Travis Nelson

Staff Advisor Marty Sepulveda

Team: John Jackson; Craig Ansel; Clark Robertson; Kent Greer; John Villarreal

Focus Areas

Giving/Development Strategies

Endowment Growth Strategy

Long-Term Budgeting/Cost Control

Develop and track finance committee key performance indicators

2023 Objectives

1. Do Create Development Committee of South Texas Council. Target Date: June 30, 2023
By Whom: Financial Pillar Strategic Planning Committee; Scout Executive & CEO
2. Do Begin an event to invite certain donors to dinner at Camp Karankawa during Summer Camp as a donor appreciation event. Target Date: May 31, 2023 By Whom: Financial Pillar Strategic Planning Committee; Scout Executive & CEO
3. Do Create a Committee to commence Phase II of Insuring the Future Campaign with goal of building STC cash reserves of \$225,000 by December 31, 2025. Target Date: October 31, 2023 By Whom: Insuring the Future Ad Hoc Committee; Development Committee
4. Do Create 3 Year Cost Budget with Contingency Plans Target Date: October 31, 2023 By Whom: Finance Committee; Scout Executive & CEO

2024 Objectives

1. Do Fund at least one year cost of new Development Officer position with designated gift from a foundation, or major benefactor; and hire Development Officer. Target Date: March 31, 2024. By Whom: Development Committee; Scout Executive & CEO
2. Do Develop Camping Properties Marketing/Usage Plan. Target Date: May 1, 2024 By Whom: Finance Committee; Scout Executive & CEO
3. Do Start Major Giving Campaign for benefit of the Endowment. Target Date: June 30, 2024 By Whom: Development Officer, Development Committee
4. Do Start Foundation giving strategy, utilizing list of local foundations. Target Date: June 30, 2024 By Whom: Development Officer, Development Committee

2025 Objectives

1. Do Strategic Plan Update and Budget adjustment to ensuring achieving goal by year-end Target Date: March 31, 2025 By Whom: Finance Committee and Development Committee; Scout Executive & CEO
2. Do Performance Review on Development Strategies. Target Date: May 30, 2025 By Whom: Development Committee; Scout Executive & CEO

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PILLAR: DIVERSITY

Goal: Increase Youth and Board Diversity to reflect the population of the South Texas Council (STC), while maintaining at least 20% gender diversity.

Council Performance Measure: Ten (10) percent membership female. Unit diversity reflects community's youth of color percentage.

Pillar Team

Chair: Augustin Rivera, Jr.
Staff Advisor: Francisco Orozco
Team: Brian Bresler
Gilbert Ramon
Mariclare Sepulveda

Focus Areas

- Assess diversity demographics in STC community population
- Match Youth, Volunteer, Board diversity with STC diversity demographics
- Develop outreach, recruitment, and, retention strategies to maintain diversity
- Implement diversity programming and training for staff, volunteers, and Board members
- Sustain Youth, Volunteer, Board diversity

2023 Objectives

1. Form and appoint a Council Diversity committee.
Target Date: 8/31/2023
By: President, Scout Executive, VP of Diversity
2. Using BSA Board Diversity Toolkit, conduct a Board Diversity Assessment.
Target Date: 9/1/23
By: President, VP Diversity, Scout Executive.
3. Develop a DEI resource webpage on STC website.
Target Date: 10/1/23
By: Diversity Committee, Scout Executive.
4. Promote and award adult diversity awards annually.
Target Date: 10/30/23
5. Using BSA STC Market Analysis, conduct a Council Diversity Assessment.
Target Date: 11/15/23
By: VP of Diversity, VP Membership, Diversity Committee, Membership Committee.
6. Formulate recruitment and outreach strategies based on Diversity Assessments.
Target Date: 12/31/23
By: President, VP Diversity, VP Membership, Scout Executive, Diversity Committee, Membership Committee.

2024 Objectives

1. Provide DEI training that promotes inclusivity of all for STC employees, Scouts, Volunteers, and Board.
Target Date: 03/01/24
By: President, VP Diversity, Council Training Chair, Scout Executive

2. Form collaborative relationships with at least two organizations that represent diverse communities from major population areas in STC (Corpus Christi, Laredo, Victoria, Kingsville).
Target Date: 03/01/24
By: VP Diversity, Scout Executive, Diversity Committee

3. Strengthen, expand, and improve Scoutreach program by recruiting volunteers and promoting program.
Target Date: 05/01/24
By: VP Diversity, VP Membership, Scout Executive, Diversity Committee

4. Work to charter at least one Scoutreach girl Scout Unit to allow all Scoutreach scouts the opportunity to cross-over.
Target Date: 06/01/24
By: VP Diversity, Scout Executive, District Executives, District Chairs

5. Assess effectiveness and impact of diversity initiatives by using surveys and post-training evaluations.
Target Date: 06/15/24
By: VP Diversity, Scout Executive, Diversity Committee

2025 Objectives

1. Conduct outreach to faith-based communities and places of worship to increase diversity.
Target Date: 02/01/25
By: VP Diversity, Scout Executive, Diversity Committee
2. Review access and STC support to special needs Scouts to determine effectiveness and need for improvement.
Target Date: 03/01/25
By: VP Diversity, Scout Executive, Diversity Committee
3. Assess effectiveness and impact of diversity initiatives by using surveys and post-training evaluations.
Target Date: 01/15/25
By: VP Diversity, Scout Executive, Diversity Committee