

Go Boldly Maine

Strategic Plan for 2018-2021
Pine Tree Council, BSA

Table of Contents

Executive Letter from the Council Key 3.....	3
Mission Statement	4
Vision Statement.....	4
Core Values.....	4
Retention.....	5
The Six Pillars:	
1: Membership.....	6
2: Marketing.....	7
3: Program.....	8
4: Logistics & Support.....	9
5: Finances.....	10
6: Engaged Leadership.....	11
Operational Direction.....	12

Executive Letter from the Council Key 3

We in the Pine Tree Council, Boy Scouts of America have the responsibility to provide all young people with the opportunity to join Scouting and to grow into strong leaders. This Strategic Plan will guide us through the next three years to position ourselves as the character leaders in youth development.

Our Strategic Planning process involved the widest-possible collection of Scouting stakeholders including our Executive Board and Officers, volunteer adult Scouters, professional staff, community members, and the youth we serve. After months of data collection, conversations, meetings, and debate, we highlight the major pillars of our focused efforts in leadership, operations, properties, resources, partnerships, financial stewardship, marketing, membership, and programs to ensure that our youth continue to receive the most positively impacting Scouting program available in Maine. By using the national game plan as a guideline, we are confident in the vision outlined that addresses the issues and builds a new, forward direction that takes full advantage of Maine. This plan identifies critical factors that will drive our success and vision for serving all young people and guide everyone to move in that same direction.

The Pine Tree Council, originally chartered as the Portland Council in 1919, will crest the 100-year plateau during this Strategic Plan. And while we intend to celebrate Scouting in Maine and the great accomplishments that have been achieved in the past, our goal is to build on that foundation with a bold and meaningful future that will lead to the next wave of youth development and fun adventures in the Pine Tree State.

We wish to express our deep and sincere appreciation to all who served on the Strategic Plan Team and a special thanks to all who helped develop our plan and will carry our vision forward.

Sincerely yours in Scouting,

Jeffrey Messer
Council President

Eric Tarbox
Scout Executive

William Coffin
Council Commissioner

Mission Statement

It is the mission of the Boy Scouts of America to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Scout Law.

Vision Statement

The Pine Tree Council, Boy Scouts of America, is a leading advocate for youth and the foremost provider of character development and value-based leadership training in our communities.

Core Values

The 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.

The Scout Law

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

The Scout Slogan

Do a Good Turn Daily

The Scout Motto

Be Prepared

Retention

Alan F. Lambert, Assistant Chief Scout Executive and former Central Region Director and Daniel Webster Council #330 Scout Executive to our west, reminded our Strategic Plan leadership team in May, 2018 of the following phrase, which is the backdrop in which we encourage all who are interested in the Scouting program in Maine to adopt and support:



R+E+T+E+N+T+I+O+N

A well-planned program,
delivered by a trained leader, with a strong outdoor program,
supported by a good commissioner, attracts and retains youth!

Alan F. Lambert

Strategic Plan

Pillar 1: Membership

We will grow Scouting membership in Maine with a particular focus on Family Scouting.

- Create a New Unit Focus to ensure every town, culture, and neighborhood has the full family of Scouting units (Pack, Troop, Crew, Ship, Post)
- Achieve 15% female membership by 2019, 25% by 2020, 35% by 2021
- Achieve 10% overall market density by 2021
- Strengthen support for and relationships with schools
- Reach out to Chartered Partners and Community Members
- Build a membership team to specialize in creating new units
- JTE Points #4, #5, #6, #7

Strategic Plan

Pillar 2: Marketing

We will highlight Scouting in Maine that is appealing to youth and parents.

- Create a recurring 'out-of-state' marketing plan attracting four season visits to camps
- Present Scouting as the premiere youth and family program
- Welcome boys and girls to Cub Scouting in 2018
- Welcome Lion Cubs to Cub Scouting in 2018
- Welcome girls to Scouting in 2019
- Focus on family recruiting
- Improve communications with volunteers and parents
- Reintroduce Scouting to the Maine community
- JTE Points #4, #12, #14

Strategic Plan

Pillar 3: Program

We will develop good, coherent, well-planned program at all levels—unit, district, council, national.

- Support all units with program ideas and materials to deliver personal Scouting at the smallest possible division (Den, Patrol, Crew, Ship, Post)
- Communicate the possible programs at all levels available to every youth in all programs
- Deliver district-level programs that augment unit activities
- Deliver council-level programs that augment unit activities
- Coordinate national-level programs to minimize costs and maximize participation
- Involve youth in the development of programs
- Increase trained leader percentages at all levels – unit, district, council
- JTE Points #8, #9, #10, #11

Strategic Plan

Pillar 4: Logistics & Resources

We will focus on delivering Scouting with enhanced resources.

- Set the program calendar in advance, communicate, and stick to it
- Create strategic property usage plan catering to families (both ages and genders)
- Create online service platform for access to and usage of council assets (equipment, property, etc.)
- Ensure that every youth and adult receives the training necessary to excel in Scouting
- Offer guides (human and materials) to answer questions and support families in the Scouting program
- Record the JTE status of every unit in the council annually to deliver the best resources to grow

Strategic Plan

Pillar 5: Finance

We will focus our fundraising to large strategic programs and better communicate the need for Scouting.

- Building the council endowment to provide \$50,000 per year annual income for the upkeep of our camping properties
- Implement a donor relations and retention program
- Build the NESAs Chapter to be a source for human and capital resources
- Build the Scouting Alumni Network to be a source for human and capital resources
- Pursue alternative funding sources for Scouting
- Improve the percentage of Scouting families that support Scouting
- Ensure that every endeavor of the council is planned to develop a positive net financial outcome
- JTE Points #1, #2, #3

Strategic Plan

Pillar 6: Engaged Leadership

We will build our volunteer leadership by stating the need, making the ask, and explaining the results.

- Develop and implement Ideal Year of Scouting unit support and planning system
- Diversify our Executive Board
- Build the Commissioner Service such that there is one Commissioner active per unit
- Introduce new ways to recruit, train, retain, and honor volunteers
- JTE Points #13, #15, #16, #17, #18

Operational Direction

Accomplishing this plan is not the function of one person or group. Rather, the entire community in Maine has the opportunity to be part of the future of Scouting. Leadership for each of these six pillars will be identified, and where possible, will be aligned to existing council and district committees. Where measurements for performance do not exist, we will establish the correct mechanism to demonstrate progress.

The strategic plan is a living document, and changes are bound to surface over the course of the window of time that our plan seeks to address. We will identify opportunities to adjust our strategic plan direction when there is a shorter-term need that surfaces before the end of the current plan.

The Strategic Plan will be reviewed at each Council Executive Board meeting and quarterly progress reports will be generated on the following schedule for communication to all stakeholders:

October 15, 2018	
January 15, 2019	(In conjunction with the Council Annual Meeting)
April 15, 2019	
July 15, 2019	(In conjunction with the Council Board Meeting at Camp)
October 15, 2019	
January 15, 2020	(In conjunction with the Council Annual Meeting)
April 15, 2020	
July 15, 2020	(In conjunction with the Council Board Meeting at Camp)
October 15, 2020	
January 15, 2021	(In conjunction with the Council Annual Meeting)
April 15, 2021	(In conjunction with the new Strategic Plan development)
July 15, 2021	(In conjunction with the Council Board Meeting at Camp and the presentation of the next Strategic Plan)