



Puerto Rico Council, BSA

PLANNING FOR SUSTAINABILITY

STRATEGIC PLAN
2023-2025

OUR PLAN

IMPLICATIONS
OF A
CHANGING
ENVIRONMENT

Council
Strategic Committee

MISSION

Puerto Rico's Boy Scout Council will be the preferred organization to prepare young people that can make ethical and moral choices during their lives, instilling in them the values of the Scout Oath and the law, to become contributing citizens in an ever evolving society.

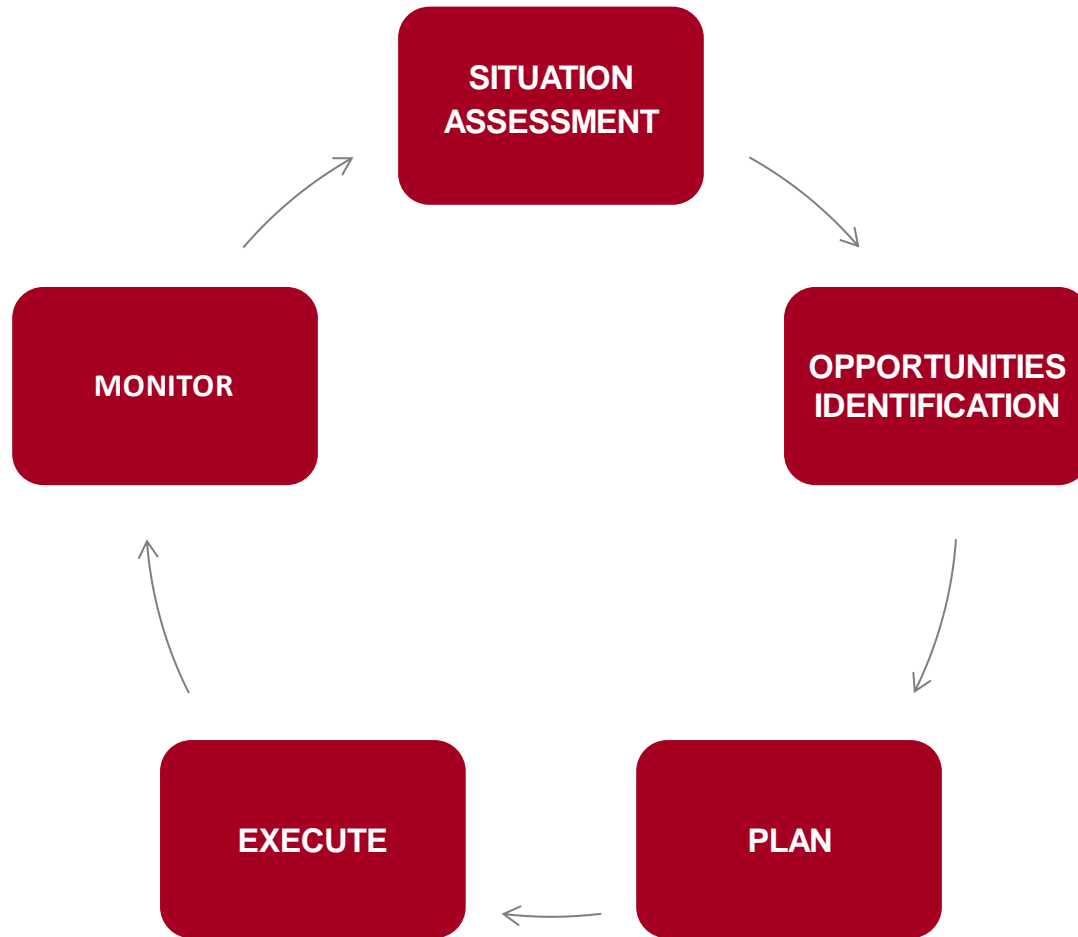


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STRATEGIC PLANNING PROCESS



SITUATION ANALYSIS – NEW CONTEXT HIGHLIGHTS

Strengths

- Solid; proven effective model
- Builds strong leaders
- Well-rounded; integral development
- Develop character outside the traditional educational or sporting settings

Opportunities

- Promotion of Scouting values impact and the rebuilding of a new Puerto Rico
- Best Values and Principles Program for youngsters to join
- Experiential infrastructure

Weaknesses

- Fragile Financial position
- Limited resources for sustainability
- Registration cost
- Reduced enrollment
- Marketing and Promotional Skills and Resources

Threats

- COVID-19 Impact
- BSA Legal Claims Impact on reputation
- Population Migration
- Aging Population
- Overwhelmed parents and distressed families
- Local economic environment
- Tech toys driven generation



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STRATEGIC IMPERATIVES





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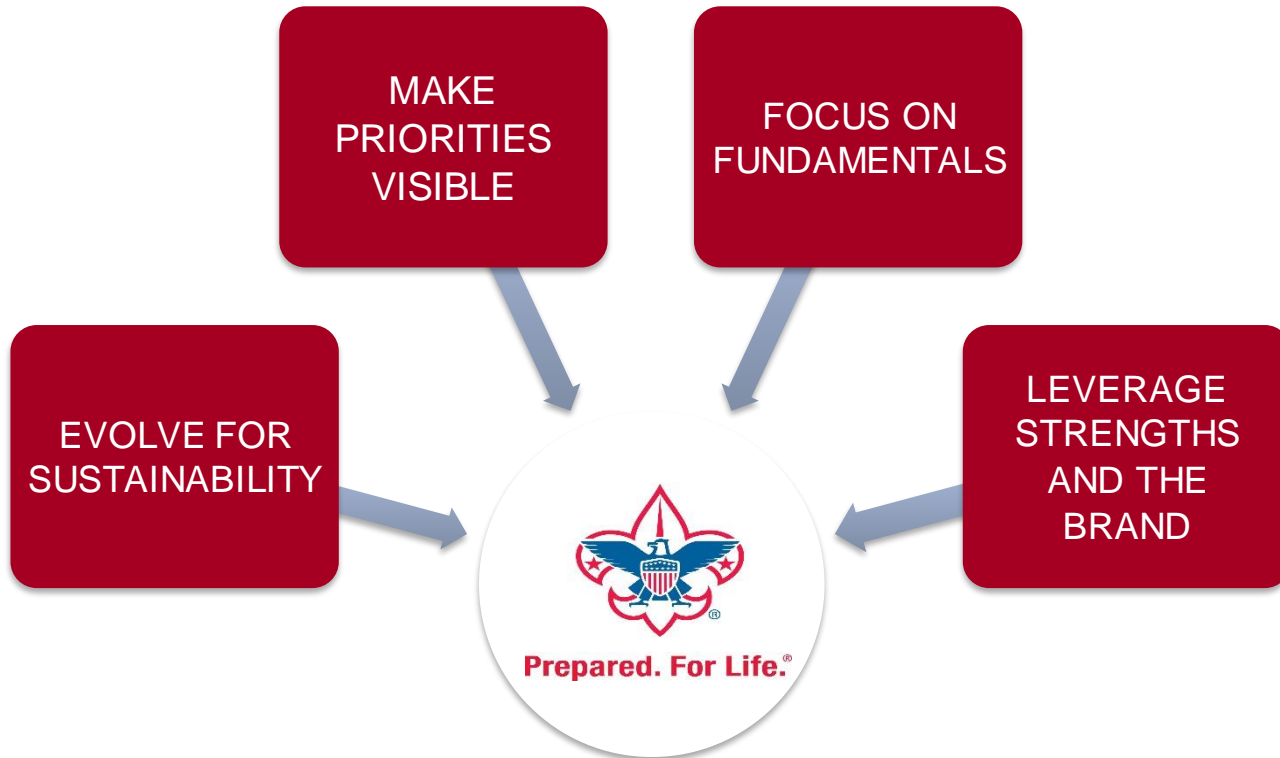
Prioritizing Focus Areas

1. Membership Growth
2. Compelling Programs & Experiences
3. Exceptional Unit Service
4. Financial Stability and Managerial Discipline



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PLANNING AND OPERATING PRINCIPLES





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OTHER IMPORTANT AREAS

- **Continue improving the Fundamentals**
 - Unit quality
 - Program total experience, quality & consistency
 - Formal training and leadership excellence
 - Service focus & quality
- **Evolve through Innovation and Technology for increased impact**
 - Monitor to satisfy emerging needs
 - Re-package the traditional
 - Keep adding new, exciting elements
 - Newsworthy
- **Communication**
 - Take advantage of brand recognition and respect
 - Share the Changing Face of Scouting
 - Expand strategic collaborations
 - Maximize use of social media and Web Tools



LONG RANGE PLAN STRATEGIES

- THE LRPL FOCUS ON IMPLEMENTATION AND RESULTS



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LONG RANGE PLAN SCOPE

PROGRAM: Traditional

Cub Scouting

Scouting BSA

Venturing

PROGRAM: Non-Traditional

Learning for Life

Exploring Sea Scouting

RECRUITING & RETENTION

MARKETING & PUBLIC
RELATIONS

UNIT SERVICE

INTERNAL COMMUNICATIONS

PROGRAMS

PROPERTIES: DEVELOPMENT &
MANAGEMENT

FINANCE AND RESOURCES

ADMINISTRATION



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STRATEGIES FOR **GROWTH** AND **SUSTAINABILITY**

MEMBERSHIP GROWTH

- Strive for new unit formation in underserved areas.
- Strengthen ties with faith-based organizations.
- Continue stressing adult leadership training.
- Develop a Council marketing and media plan.

PROGRAM

- Develop interesting and attractive program activities for entire council membership.
- Develop an attractive summer program with a communication strategy to stimulate units' participation.
- Promote summer programs through digital platforms to reach councils in the USA
- Develop a 5 years program where new attractions are developed and the camp facilities become aligned with new adventures and activities.
- A plan will be developed to strengthen and promote advancement in the different BSA programs.



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STRATEGIES FOR **GROWTH AND SUSTAINABILITY**

EXCEPTIONAL UNIT SERVICE

- Encourage unit members and leaders recruiting
- Encourage Unit Commissioners recruiting
- Support Units activities and recruiting programs
- Enforce collaborative assessment completion
- Assign resources to units at risk
- Promote Commissioner College participation
- Reinforce District Commissioners governance

FINANCIAL STABILITY AND MANAGERIAL DISCIPLINE

- Cultivate Donor's and Alumni.
- Year-round campaign with emphasis on emails and social media.
- Additional training and support to participating units.
- Continue to expand Storefront sales in high traffic areas.
- Identify and execute capital assets transactions to support cash flow needs.



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GROWTH AND SUSTAINABILITY ROAD MAP

YEAR 1

**PROMOTE AND
REACH OUT**

YEAR 2

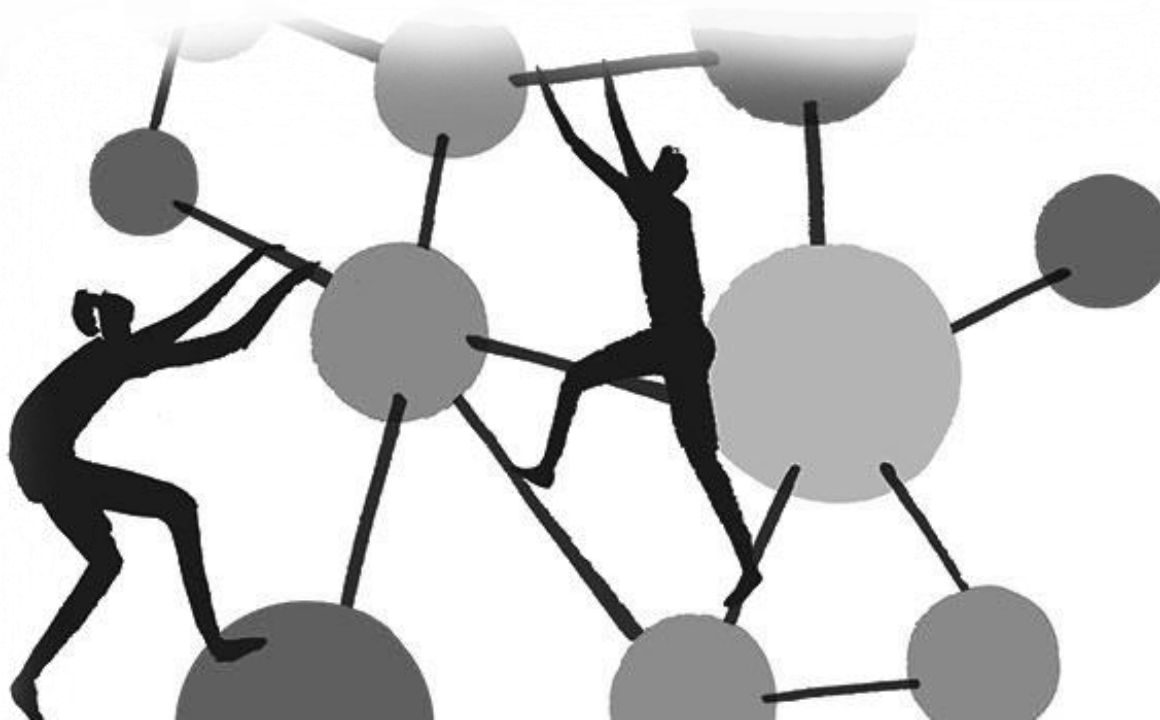
**CONTINUE
EVOLVING AND
INNOVATING**

YEAR 3

**KEEP
STRENGTHENING
THE
FUNDAMENTALS**

TACTICAL PLANS: I. PROGRAMS

Jeremy Ortiz





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PROGRAMS

- A multi-sector plan will be carried out that will include council members, districts and units to create attractive program activities, this plan will include Camping advancement, recognition and training. The plan will benefit all BSA programs and members of our council.
- Council Camping Committee together with the Camp Staff will create new strategies and initiatives where an exciting and attractive program is developed. Through the Districts and the commissioners will be promoted and encourage unites to participate and use the facilities and the program that Guajataka offers.
- Develop a digital platform where Camp Guajataka and our program is promoted as a destination and alternative to Scouts living in the USA, especially in states where the climate is colder.
- Develop a satisfaction Evaluation form and distribute the form to all units visiting camp during summer. Evaluate the results to check if the metric of 85% satisfaction is achieved.



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PROGRAMS

- A task force will be appointed that may include members of Council Camping Committee, Council Executive Board and Camp Director to create a 5-year plan that include projects planning and monitor activities, management, costs, execution, supervision and share the progress, aiming to improve the Camp Guajataka infrastructure. The plan most consider projects such as, Campsite A, B, C & SP bathrooms, new Campfire, roof and basketball court roof and bleachers, among others.
- Council Camping Committee together with the Camp Staff will create a 5-year plan to develop, install and improve the Camp Guajataka facilities with the purpose of having new attractions that will be of interest to the users. *e.g Mountain Bike Trails, ATV Course, Zip line*, among others.
- A plan will be developed together with the Districts Chairman and District Training Committees to provide the necessary training to leaders who are not trained in the position to which they were registered. Units' commissioners will be incorporated so that they can provide the necessary follow up until the Council achieve the established goal.



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PROGRAMS

- Council Training Committee will develop a Leadership and team Building Academies. It will be offered to private companies and corporations with the aim of offering these workshops to their employees.
- Council Program Committee will develop workshops where District program committees can be developed and execute their duties in an effective and efficient manner. Camping, Training Advancement, Recognition and Community Services will be included in these trainings.

II. MEMBERSHIP GROWTH

Christina Beauchamp





MEMBERSHIP GROWTH

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- Cub Scouts:
 - a. Encourage all units to hold annual open houses at the beginning of the school year.
 - b. Passive recruiting: promote uniform use within schools and during scouting activities, in order to increase program visibility.
 - c. Promote STEM content.
- Scouts BSA:
 - a. Encourage the formation of new female Scouts BSA Troops.
 - b. Passive recruiting: promote uniform use within schools and during scouting activities, in order to increase program visibility.
- Exploring:
 - a. Along with District Membership Committees, continue to pursue partnerships for new Posts within Exploring's twelve Career Fields.
- Sea Scouts:
 - a. Establish strategic partnerships with marinas and nautical education providers on the Island, in order to encourage new unit formation.
 - b. Goal: 3 new ships in 2023; 5 new ships in 2 years; 10 new ships in 5 years.
 - c. Select a Council Commodore and create a strong Sea Scouting Committee within the Executive Board.
 - d. Hold a Sea Badge course on the Island within the next two years.



MEMBERSHIP GROWTH

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- Venturing:
 - a. The goal is to recruit and retain older youth by promoting a high adventure program. Work with existing units in order to add venturing to their program offering.
 - b. Target audience: older youth that may already have high achievement levels within existing troops.
 - c. Goal: 3 new crews in 2023; 5 new crews in 2 years; 10 new ships in 5 years.
 - d. Create a strong Venturing Committee within the Executive Board.
 - e. Hold a yearly high adventure training course, such as the Powder Horn or Kodiak Challenge.

III. EXCEPTIONAL UNIT SERVICE

Luis Vilaró





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EXCEPTIONAL UNIT SERVICE

- All districts will have a complete Commissioner Staff, DC, ADC, for each five UC, UC for all districts units, RTC for cubbing, scouting and venture
- All districts will assign a UC for each district units
- DC should recruit at least three new UC per year to meet the unit service goal
- DC and ADC will assign three units to each UC, 3/1 ratio
- UC will make at least six actionable units contacts in a year and file contact information on Commissioners Tools including Simple Assessments
- UC should work with units assign K3, a collaborative evaluation in the first quarter and a second one on the third quarter and establish a Unit Service Plan for each unit assign
- Increase utilization percentage of the Commissioners Tools by DC, ADC, UC, CC, ACC by inserting a tools training on each Basic Training for Commissioners
- Increase completion percentage of JTE by units



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EXCEPTIONAL UNIT SERVICE

- DC should have an Onboarding and Retention Plan for each commissioner on the district
- Reorganize Commissioners Web Page with news, awards and recognition, changes, and resources
- Promote that all units assign a New Member Coordinator
- DC Establish an Action Plan for units at Risk
- Increase and reports Round Table participation properly on time
- Assign an ACC and ADC specialize on Diversity an Inclusivity
- Implement a broad-base UC marketing plan, presentations, plan to participate on units, district and council activities and post cast presentations.

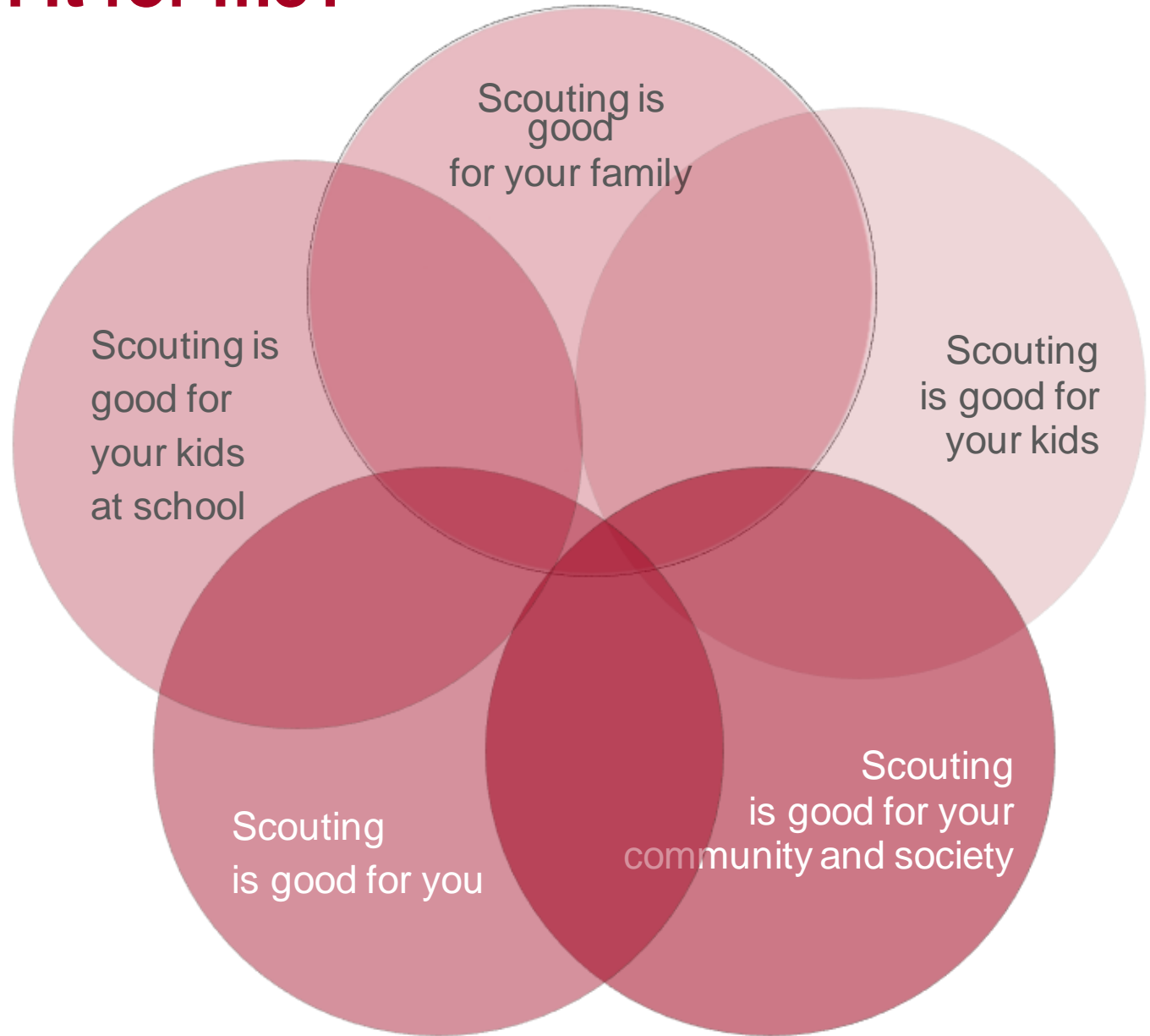


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FINANCE/FUNDRAISING AND AUDITING

- Review and update gift acceptance and recognition policies.
- Implement and use of Blackbaud CRM and Scouting Gives.
Email gathering. Update SPARK directory (directory.scouting.org)
- Hire Public Relations to establish Communications Strategy. This should include web page, social media, tv, radio, press, etc.
- Solicit recurring gifts vs one-time gifts.
- Promote empowered volunteer committees to execute highly effective the fundraising and financial activities.
- Develop a dashboard and metrics to monitor the financial activities results on a timely schedule.

what's in it for me?



THANK YOU