

San Diego – Imperial Council, Scouting America

Strategic Plan 2026-2028 Executive Summary

Scouting has long been integral to our region, partnering with churches, schools, businesses, and civic organizations to promote responsible citizenship, strong character, and personal fitness to meet future challenges. Scouting fulfills the vital role of developing youth into successful and productive citizens. Faced with increasing challenges and demands, our youth need Scouting more than ever. Scouting America has expanded the program to welcome all youth, and we have an unprecedented opportunity to bring Scouting to more families. To do this within our complex and distributed organization, we need a strategic plan that focuses our activities onto critical activities that will help us realize our vision.

The San Diego – Imperial Council, Scouting America (SDIC) strives to achieve its vision and mission through active engagement by volunteers and professional staff in nine functional areas. In order to *grow* Scouting in SDIC over the next several years, each functional area will pursue several major initiatives, which are summarized below. Shared understanding of the initiatives, specific actions, and resource needs will create opportunities for synergy that will, in turn, produce strong units, districts, and council. Council committees will implement specific actions to achieve these initiatives. Progress on the initiatives, along with performance metrics, will be reviewed by the council board and committees.

Scouting America Mission – Prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law.

SDIC Vision – Our vision is to be recognized within the communities we serve as the premier youth organization. We will make outstanding, exciting, and innovative programs available to all youth within San Diego and Imperial Counties. Program results will have dramatic, positive effects on the youth, adult leaders, and families we serve, building strong communities with more caring citizens.

SDIC Strategic Imperatives – Our council is emphasizing several critical areas that are aligned with Scouting America priorities and that advance council performance in strategic directions.

- I. **Safeguarding Youth.** Continue to build a true safety culture within SDIC that includes a robust enterprise risk management initiative. Enhanced communication and training will emphasize the importance of compulsory safety rules, regulations, and youth safeguarding training.
- II. **Increasing Membership.** Significantly increase membership and new units while maintaining a strong level of retention.
- III. **Improving Diversity.** Accelerate efforts to ensure that SDIC Executive Board and youth members are statistically reflective of the ethnic and gender demographics of the territories we serve, endeavoring to eliminate financial barriers to participation in Scouting for more youth.
- IV. **Enhancing Outdoor Programs.** Upgrade and expand SDIC outdoor programs, including enhanced education on environmental stewardship, to increase the proportion of members participating in summer camps and other special outdoor programs.
- V. **Ensuring Responsible Governance and Financial Practices.** Employ best practices for non-profit organizations in operational governance and financial health. Maintain a volunteer-led organization with staff guidance and support.
- VI. **Improving Camp Properties.** Upgrade council properties to a level that reflects the Scouting America brand.



Functional Areas – The major functional areas of the council are listed below, and each has developed plans to achieve the council’s strategic imperatives as well as Scouting America’s criteria that are used to monitor performance of all councils. Each functional area has target outcome metrics that will be monitored by the SDIC Executive Board. The functional areas, which are led by a council officer, a member of the professional staff, and a council committee, have identified specific activities and initiatives that are intended to meet their target outcomes during the next three years.

- *Safeguarding Youth and Enterprise Risk Management* - advocates for the safety, health, and well-being of all participants in Scouting programs and serves as a resource in advancing competent risk assessment and anticipation of hazards in Scouting programs, activities, and services.
- *Unit Service* – supports units and unit leaders via commissioners and unit serving executives so that every member of Scouting America has a great experience.
- *Membership* - provides leadership for growing membership and units in SDIC. This focuses on providing recruiting resources and best practices, organizing Spring and Fall membership campaigns, and identifying promising locations for organizing new units.
- *Marketing and Communications* – elevate the visibility, credibility, and community engagement of Scouting across San Diego and Imperial Counties by celebrating achievements, honoring supporters, and inspiring participation.
- *Program Delivery* – plans and executes the wide range of activities that SDIC offers in (a) Camping and Outdoor Programs, (b) Activities and Civic Service, (c) Training, (d) Advancement, and (e) Older Youth Programs, which includes Sea Scouts, Order of the Arrow, Venturing, and Exploring.
- *Leadership, Governance, and Finance* – ensures that SDIC conforms to all applicable laws, guidelines and best practices for non-profit governance as promulgated by Scouting America, California, and recognized leadership in non-profit governance practice.
- *Fund Development* – oversees several committees that are responsible for effective fundraising efforts that enable the council to execute its mission by maintaining financial sustainability.
- *Camp Properties* – ensures that the properties and equipment necessary to support the programs that SDIC offers to Scouts is available.
- *District Operations* – provides leadership to ensure that the districts support their units with exciting programs and administrative guidance.

