



**SAM HOUSTON AREA COUNCIL  
BOY SCOUTS OF AMERICA**

**STRATEGIC PLAN  
2008 - 2012**

***“PREPARED  
FOR TODAY  
AND  
BUILDING  
FOR TOMORROW”***

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# Preface

As we began our efforts of developing the *2008 - 2012 Strategic Plan*, "*Prepared for Today and Building for Tomorrow*," America's economy was in a downward trend due to the subprime mortgage crisis. This crisis, along with the rising costs of gas that was setting record highs weekly in summer 2008, was causing increasing costs of travel and all commodities. However, the most important issue was the Council's opportunity to reach into and better serve the ever changing and increasing ethnically diverse population in the Houston metropolitan region.

In 2007, David Weekley, past chairman of the board of the Sam Houston Area Council, was selected as chairman of the Strategic Plan Committee. He assembled a team consisting of members of the board of directors, district volunteers and community leaders. The team was organized into Task Forces, each having specific missions and charged with developing the Desired Results, Objectives, Goals, Strategies and Annual Benchmarks that would help achieve the Vision Statement of the Council, which is ***Leading Youth to Lifelong Values Service and Achievement***. The strategic plan then went to the Council staff to form tactical action plans based on agreed upon strategies.

In developing the Desired Results, the Task Forces identified major themes of vital importance to the success of the Council in delivering on the mission of the Scouting and Learning for Life programs in this area:

## **Quality • Leadership • Inclusiveness • Reach • Stewardship • Development • Growth**

These themes were woven into the Desired Results, in order to provide a framework of reference for the development of the rest of the strategic plan.

The Task Force members provided the following input on the meanings of each element of the Desired Results statements. These are not meant to be comprehensive definitions of meaning, but merely starting points for the Task Forces to consider as they developed Strategic Objectives.

### **Improve Quality:**

- *Recruiting and developing quality leadership*
- *Developing quality units*
- *Continuing as a premiere quality Council, achieving top ratings nationally as measured against success indicators for similar size Councils*

### **Diversify:**

- *Reaching across the community, all walks of life, all geography, all ethnicities, all youth age groups*
- *Being recognized as an organization that is diverse and inclusive*

**Broaden:**

- *Growth in number of units, number of youth served, number of organizations involved, size of programs, facilities, etc.*

**Impact:**

- *Promoting the values of Scouting*
- *Developing leadership*
- *Showing results through vibrant programs*

**Meet Community Needs:**

- *Recognizing that the Sam Houston Area Council must adapt to serve the specific needs of the community in order to be a more integral part of the social fabric; a real solution to needs of youth, families and chartering organizations*

**In the Sam Houston Area:**

- *Meaning the entire area served by the Council; reaching all communities with equal effectiveness*

**Financial Capabilities:**

- *Recognizing the importance of increasing the endowment in order to enable growth*
- *Exercising efficient asset management—of properties, people and resources*

**Professional Capabilities:**

- *Developing and building the professional staff in order to meet the demands of growth and achieve top performance*

Additionally, SMART Goals were set for every Strategic Objective. SMART Goals are:

- **S**pecific
- **M**easureable
- **A**chievable
- **R**elevant
- **T**imely

The 2008 - 2012 Strategic Plan, "Prepared for Today and Building for Tomorrow," is a living document. Its method of implementation and annual update will keep it current and adaptive to the resources and situations of each year.

# Introduction

Just as a Scout uses a map and compass to find his way, the 2008 – 2012 strategic plan of the Sam Houston Area Council will serve as our map and compass.

The Sam Houston Area Council is preparing to not only to maintain its current level of programming and services, but also, to take a giant leap forward with our facilities and service to youth. With proper planning and a team consisting of committed volunteers, resourceful board of director members and a professional staff striving for excellence, the Sam Houston Area Council will not only prevail in achieving our goals and objectives for the next five years; but will **exceed** them! This will require us to make efficient use of our personnel and financial and physical resources but we feel confident in our ability to do this.

We thank the many volunteers for their ideas and efforts as we identify the critical issues facing the Scouting movement in Southeast Texas and address them through this strategic planning process. As an organization, we know that our continued growth depends on constantly improving our program, strengthening our local districts, and marketing our message.

The *2008 - 2012 Strategic Plan, "Prepared for Today and Building for Tomorrow,"* of the Sam Houston Area Council, Boy Scouts of America focuses on an overall objective: Improve quality, diversify, and broaden the impact of Scouting and Learning for Life, in order to achieve the vision of the Sam Houston Area Council: ***Leading Youth to Lifelong Values, Service and Achievement.***

To achieve this overall objective, eight critical areas are addressed in the strategic plan:

1. **Camping**
2. **Development**
3. **Facilities & Properties**
4. **Information Technology**
5. **Marketing**
6. **Membership**
7. **People**
8. **Program**

In the following pages, you will find the strategies and action plans that will shape the Sam Houston Area Council's future. We extend our sincere appreciation to you, our volunteers and our supporters for your continued support of Scouting and Learning for Life and look forward to working with you as we strive to better meet the needs of families in our communities.

Sincerely,



**David M. Weekley**  
Chairman, Strategic Plan



**Charles D. Davidson**  
Chairman of the Board



**Thomas O. Varnell**  
President/Scout Executive

Sam Houston Area Council

Sam Houston Area Council

Sam Houston Area Council



## Strategic Plan Committees

### **STEERING COMMITTEE**

**David M. Weekley**

Allen D. Brown

Charles D. Davidson

Howard T. Tellepsen, Jr.

**Chairman; David Weekley Homes**

Regional CEO; Sterling Bank

Chairman, President & CEO; Noble Energy, Inc.

Chairman & CEO; Tellepsen Corporation

### **CAMPING TASK FORCE**

**Stewart W. Gagnon**

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President; ExxonMobil Chemical

Exec. VP of Technology and Services; Marathon Oil Company

Principal; Hancock Park Associates

Partner; Groppe, Long & Littell

Chairman & CEO; Tellepsen Corporation

President & CEO; EnerVest Management Partners, Ltd.

Director of Finance Services; Sam Houston Area Council

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Board of Directors; Republic Trinidad Corporation

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IT Manager; City of West University Place

Chief Information Officer; Sam Houston Area Council

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District Director; Sam Houston Area Council

Regional Technology Manager; Shell Global Solutions

Owner; Wedelich Consulting

**Bold designates Task Force Chair**

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Bill McKinney  
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Assistant of Field Service; Sam Houston Area Council  
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Distinguished Professor of Law; Texas Southern University  
Executive Director; Region IV Educational Service  
Director of Field Service; Sam Houston Area Council  
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**PEOPLE TASK FORCE**

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Regional CEO; Sterling Bank  
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**PROGRAM COMMITTEE**

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**President; Stanley Signature Products**

President & CEO; [Tri-Union Development Co.](#)  
  
Retired  
District Commissioner; Sam Houston Area Council  
Director, Research and Development; [Bradmark, Inc.](#)  
Professor; Baylor College of Medicine  
Executive Director; Region IV Educational Service  
VP, South Region-US Land Operations; Helmerich & Payne Drilling  
Director of Program; Sam Houston Area Council

**Bold designates Task Force Chair**

# Boy Scouts of America Mission Statement

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

## Learning for Life Mission Statement

It is the mission of Learning for Life to enable young people to become responsible individuals by teaching positive character traits, career development, leadership, and life skills so they can make ethical choices and achieve their full potential.

## Sam Houston Area Council History

On April 11, 1914 the National Council of the Boy Scouts of America approved the charter for the Houston Council. It was not until 1935 that the Council was renamed the Sam Houston Area Council. The name Sam Houston was chosen due to the proximity to the area where the major events occurred that related to the struggle for Texas independence and in honor of Sam Houston's leadership. In 1914, the Houston Council was organized as a second class council meaning that a group of business men would advise and assist with community contacts and provide an office with a volunteer commissioner in charge of everyday activities. Colonel W. A. Childress, an Insurance Adjuster and an officer in the Houston Light Guards, was elected the first president of the Houston Council and the first Houston recipient of the Silver Beaver Award.

The population of Houston in 1914 was 100,000 with 30 public schools, 6 parochial schools, and 6 private schools. There were a dozen troops with 250 Scouts being served. In 1916, the first Scout Executive, Kent Wheeler, was employed by the Council. The first National Honor Award for the Council was awarded to D. D. Giles, a Houston Scout who had saved a young man's life in July of 1913. The first Eagle Scout award for Houston was earned by H. Palmer Melton in 1916. An operating budget of \$2,400 was adopted for the year 1916 as the membership grew to 400 Scouts.

When the Houston Scouts began organized camping, it was at Camp Masterson. In 1920 the Harris Masterson Estate gave 20 acres of land to the Houston Council to be used as a Boy Scout camp. There were three ten-day sessions the summer of 1918 with 400 scouts attending. In 1925, E. A. Hudson, President of the Council, donated 50 acres of unimproved land adding to the camp and three years later with 50 additional acres. Camp Hudson was 12 miles west of Houston on Buffalo Bayou. Camp Hudson began sessions in the summer of 1927. The deed with the Masterson Estate contained a reversion clause that called for the land to revert back to the heirs when no longer utilized by the Boy Scouts.

A total of 71 Boy Scouts and 14 adult leaders attended the first National Jamboree in Washington D. C. in July 1937. The first organized group to attend the National Camping School held at Philturn Rocky Mountain Scout Camp was in 1939.

These are just a few of the beginning facts of the Sam Houston Area Council. Colonel Childress and E. A. Hudson, and all of the other great Houstonians who had a vision for Scouting would have been pleased with the progress made and the thousands and thousands of young lives changed during the Sam Houston Area Council's 94 years of service to our area youth.

## Counties We Serve

Austin  
Brazos  
Burlison  
Colorado  
Fort Bend

Grimes  
Harris  
Madison  
Matagorda  
Montgomery

Robertson  
Trinity  
Walker  
Washington  
West Chambers  
Wharton

## Method of Strategic Plan Implementation and Update

The action plans will be assigned to the appropriate staff members and Council committees for implementation. The action plan items will be implemented in the year in which they are scheduled. Staff members will be held accountable for implementing the action plan items in the scheduled year by having them included in their annual critical achievements, which are measurable job performance objectives.

Annually in the spring and fall, the Strategic Plan will be evaluated and updated to keep it current and adaptive to the resources and situations of each year. The action plan items that have been completed will be marked with a "✓". New action plan items will be added as determined necessary. Action plan items that are deemed no longer necessary or relevant will have a line struck through them to indicate that that action plan item will not be implemented. Additionally, after each year that the plan has been implemented, an additional year of action plans will be added; therefore keeping the planning of the Sam Houston Area Council five years out in advance.

After the Strategic Plan has been updated annually, the Executive Committee and Board of Directors will receive a report of it.

The *Centennial Quality Council Commitments* Index will measure many of the goals in the plan. This will allow the Council to measure its successes compared to other councils and a national standard established by the National Council, Boy Scouts of America.

## Camping Task Force Executive Summary

### Mission Statement

To provide quality, relevant and fun camping programs to a greater number of youth throughout the Sam Houston Area Council, in accordance with the aims and methods of the Boy Scouts of America, and offer camping services at the lowest cost possible with a goal of breaking even in camping.

### Key Desired Results

- Council camps are the best camps in the United States.
- Outstanding facilities, together with wise management and sound conservation practices (efficient use and good stewards).
- Outstanding programs (both weekend and seasonal) that will match the program opportunities of the top camps – each camp has its own personality.
- Be the “go to” camps for both Scouts and non-Scouts.
- Programs are exciting while meeting the needs and desires of both units and Scouts.
- Be able to identify who our customers are and to identify their needs and wants and to communicate effectively with them.
- Improve the revenue produced by the Council camping program to reduce and eventually eliminate the deficit produced (become self-supporting).

### Key Objectives

- Increase the weekend camping each calendar year.
- Increase the percentage of Council units that have a long-term residential camping experience at a Council camp each year.
- Increase the percentage of Council Scouts who have a high adventure experience each year.
- Reduce the Council camping deficit from \$1,000,000 to under \$500,000, and have a plan with schedule to breakeven.

### Key Goals

- Increase the total number of campers, including families, at the Janis and George Fleming Cub World at Camp Strake and Bovay Scout Ranch from 13,884 to 17,213.
- Increase the number of Scouts weekend camping at council camps from 9,478 to 11,757.
- Increase the number of paid Council Scouts that participate in summer camp at El Rancho Cima and winter camp at Camp Strake from 3,425 to 4,163.
- Increase customer satisfaction through camp surveys from a 60% excellent rating to an 85% excellent rating by attracting and retaining Eagle Scouts to serve on summer camp staff.

### Key Strategies

- Increase the number of weekend camping opportunities at the Bovay Scout Ranch by transitioning to have one weekend per month that provides “full-service” staffing with monthly “themed” programs and three weekends a month that provides unit supported and directed program.
- Transition the Bovay Scout Ranch from a fully staffed camp to a volunteer staffed camp.
- Relocate adventure programs from Hamman Scout Camp to El Ranch Cima to increase participation and reduce expenses.
- Use the Strake Foundation Eagle Scout Scholarship Fund to attract college age Eagle Scouts to serve on summer camp staff.
- Sell unused or underutilized properties that are not vital to the fulfillment of the mission of the Council.
- Offer programs that generate additional revenue from non-Scout groups.

## Development Task Force Executive Summary

### Mission Statement

Provide the financial resources necessary to serve the needs today and in the future of the communities and families we serve.

### Desired Results

- Increase funding from Friends of Scouting, Investments, Foundation and Trusts, small and mid-size businesses.
- Increase in the Council's permanently restricted Endowment funds to adequately provide operating and capital revenue.
- Insure that the Development Campaign effort is volunteer driven and minimal Field Service time is required.
- 100% participation, support and involvement in all aspects of the Development Campaign by members of our Board of Directors.
- Diversify the potential risk of individual sources of revenue, which comes from relying too heavily from certain sources of funding.
- Become a more efficient and effective organization that meets the needs of the Scouting programs.

### Key Objectives

- Diversify individual sources of revenue to ensure that the Council's revenue over expenses at the end of each year meets or exceeds the Sam Houston Area Council's standard.
- Ensure that the Council has the proper capital assets to support the program.
- Ensure that the Council has the proper trust assets to support the program for today and the future.
- Provide stable and sufficient flow cash for the operating and capital funds.

### Key Goals

- Increase Total Direct Support to \$10,323,144.
- Reach or exceed the funds necessary to fully implement the approved Properties Master Plan.
- To be set by December 31, 2008. (The need is to increase permanently restricted Endowment assets from \$15,500,000 to a minimum of \$45,000,000 and a maximum of \$200,000,000.)

### Key Strategies

- Board of Directors takes a greater role in raising funds.
- Increase the Council's support from Foundations.
- Improve use of technology and better tracking of alumni.
- Learn from the United Way successes of engaging mid-size companies in our Development Campaign.
- Identify potential new board members who help diversify the make-up of the Board of Directors – not only, ethnically and by industry, but also, has the ability to give or raise \$10,000 annually.
- Consider the liquidation of assets not being fully utilized.
- Insure that our investment portfolio is maximizing our growth potential.

## Facilities & Properties Task Force Executive Summary

### Mission Statement

Plan, develop, and manage the Council's facilities and properties in a cost effective, environmentally sustainable way—to meet the growth needs in the Sam Houston Area Council for the current and future generations.

### Desired Results

- Ensure that facilities provide an up-to-date, creative, enjoyable, safe and educational experience for Scouts and others who use them, to support program goals.
- Maintain the Cockrell Scout Center in its prime condition.
- Have an inventory of property that meets the needs of the Council and is not a liability for the Council.
- Have and complete a plan that addresses the critical facility and property areas that need to be completed by the end of 2012.

### Key Objectives

- Have adequate facilities to meet the outdoor needs of current and future use.
- Ensure that the Cockrell Scout Center remains a great asset to the Council and keeps its marketing appeal.
- To only own property that either has program value or monetary value for the Council.

### Key Goals

- To have camps of sufficient size and convenient location for youth members and participants in all the programs of the Council.
- Ensure there is a consistent amount of funding available year-to-year for maintenance and development of Council property and facilities.
- Establish an environmentally sustainable design and use of camping grounds and facilities.
- Dispose of the ten (10) lots/tracts that are excess property owned by the Council.

### Key Strategies

- Establish a master plan for planning, developing and maintaining facilities, to ensure long-term value to the youth and Scouts.
- Analyze and evaluate all camps to see in they are located in places that will meet the needs of the Council in the future.
- Develop a relationship with the neighbors of the Council's properties and keep them informed of the Council's potential interest in acquiring additional property when it comes available.
- Do not overbuild beyond the Council's ability to equip and maintain the facilities in order to successfully support the program.
- Establish separate funds for operations and maintenance of each camp.
- Sell properties that have no program value and may be a liability for the Council.
- Sell properties that are underutilized, cause a financial burden on the Council or can be better utilized to support other properties and the mission of the Council.
- The timing of the sale of property based on the market is a factor of consideration to insure the maximum return.
- Maximize the generation of annual revenue from the tree farm at Camp Strake Reservation.

## Information Technology Task Force Executive Summary

### Mission Statement

Increase efficiency and effectiveness in the support of units and membership by using affordable technology while assisting our chartered partners and our council achieve their goals.

### Desired Results

- To deliver accessible, timely, and accurate information to all.
- To provide means of communicating information clearly, concisely, and quickly to all.
- To provide tools to securely register attendance and financial information for events, membership, sales, and donations.

### Key Objectives

- Consistently deliver accurate and timely information and provide tools for our volunteers to easily accomplish their tasks.
- Provide the right information for the right people and make it easy to find.
- To have more effective use of IT resources and delivery of IT services.
- Ensure the ability of timely and accurate communication between volunteers, professionals, future members, and other interested parties.
- Provide the right information to the right people at the right time.
- Manage information across the Council's business verticals as well as provide guidance on integration of information management.
- More effective use of IT resources and more effective delivery of IT services in support of the Council's mission.
- Reduce duplication of information and identify incorrect data and communicate the correction.
- Enable membership to register online for activities and events.
- Provide the right dates to and from the right people at the right time for the purpose of registering participation and processing payments securely.

### Key Goals

- Web site daily visitors increase to 3,591
- Online revenue to averages \$18,400 monthly
- 90% of all geographic districts using online registration for some events
- Use existing capabilities provided by ScoutNet.
- Develop additional online registration systems, if necessary.

### Key Strategies

- Redesign the existing Web site.
- Establish business process for Web content management.
- Identify opportunities for effective use of interactive functionality
- Organize the information to accommodate the customer.
- Provide the means for the field personnel to effectively and efficiently communicate.
- Keep information current.
- Create a knowledge management data store.
- Learn and share best practices in all business processes.
- Have a repository of policies and procedures.
- Have a searchable library of information that can be queried by stakeholders.



## Marketing Task Force Executive Summary

### Mission Statement

To effectively communicate to the entire community, the many programs of the Sam Houston Area Council to increase the numbers of youth involved in Traditional Scouting, and opportunities to support the Council's efforts.

### Desired Results

- Increase effectiveness of membership recruiting campaigns.
- Increase membership retention.
- Increase awareness, perception, and image through the appropriate media outlets and incorporation of new Council branding.
- Promote program consistency and buy-in to National and Council visions through improved internal communications.
- Increase appeal of Council resources (properties/facilities) by better communicating the opportunities that are available.
- Attract a more diverse and capable Council/district/unit leadership through improved partnerships with like-minded organizations.

### Key Objectives

- Improve the image of Scouting throughout the public and business communities.
- Increase the number of families who want to join Scouting during recruiting campaigns.

### Key Goals

- Enhance Scouting's appeal and value as deserving of support.
- To be the premiere Scouting web site in the Boy Scouts of America.
- Continue to increase the SNJS actual membership by 5% per year.

### Key Strategies

- Develop and implement council branding guidelines applicable to all internal and external Council communications.
- Improve communication between council committees in relation to collateral materials.
- Designate approved strategic partners with whom to co-promote.
- Improve product placement of and personal identification with the Scout brand.
- Make Scouting look cool, show athletes, role models, etc.
- Promote positive coverage of Scouting in the media.
- Promote in places/situations of high visibility.
- Use media to inform public about the benefits and heroes of Scouting.
- Fully utilize internet resources. Be ethnically and linguistically appropriate to the audiences.
- Use a message that attracts both audiences: parents and kids.
- Increase awareness, knowledge, and perception broadly to decision influencers (parents, relatives, community and religious leaders).
- Deliver recruitment message directly in venues where parents of appropriately aged children already gather (schools, churches, etc.).
- Focus on the "benefits" of being a Scout/leader.
- Include a recruitment component in marketing of all programs (i.e. Scout Fair).

## Membership Task Force Executive Summary

### Mission Statement

To support our present chartered partners in the delivery of the Scouting program to an increasing portion of the youth within our Council area, and to develop new partners in all areas of our community that will help assure Scouting reaches a representative portion of young people in our community.

### Desired Results

- To provide an outstanding Scouting and Learning for Life programs to as many youth as the Council can for as long as the Council can, realizing the Council has the greatest opportunity to impact young lives by keeping youth actively involved in the program as long as possible.
- To instill a lifelong commitment to Scouting in the youth, families, and volunteer leaders involved in the program.
- To see that both the youth and leaders involved in Scouting reflect the diversity of the community we serve.

### Key Objectives

- Increase the number of Cub Scouts and Boy Scouts with an emphasis on underrepresented segments of our community.
- Increase the number of coeducation youth served with an emphasis on Venturing for teens.
- Improve the quality of the Urban Scouting/Scoutreach Scouting program.
- Increase the number of participating organizations providing self-funding for the Learning for Life programs.
- Increase the impact on the youth participants in the Learning for Life programs.
- Develop a new district that organizes worksite based Exploring programs.

### Key Goals

- Increase the percent of youth in Cub Scouting from 14.8 % in 2007 to 17.6% or a total of 35,110 Cub Scouts.
- Increase the percent of youth in Boy Scouting from 13.1 % in 2007 to 15.7% or a total of 18,482 Boy Scouts.
- Increase the percent of youth in Venturing from 1.43 % in 2007 to 1.71% or a total of 3,894 Venturers.
- 80% of the Learning for Life groups are self-funded.
- 80% of the Learning for Life units earns the *Transition Award*.
- Develop 50 new worksite based Exploring posts.

### Key Strategies

- Target five different groups for specific recruitment: (African Americans, Hispanics, Asians, parents who are Gen Xers (born 1965 – 1976), and youth and parents who are Millennials (born 1977 – 1994).
- Chartered partners will be encouraged to utilize the “Full Scouting Family” concept. (Charter a Pack, Troop and Crew).
- Increase the number of volunteers working directly with Scoutreach units.
- Structure the Council’s staff to have all Urban Scouting/Scoutreach units in one division.
- Focus on the impact made on youth in the Learning of Life program rather than the number of participants in the program.
- Require schools that have the Learning for Life program to be self-funded.

- Eliminate the Exploring school based programs and develop new work-site based programs.

## People Task Force Executive Summary

### Mission Statement

Increase people power by recruiting, training, and retaining quality volunteers and staff who reflect the diversity of our population and who are dedicated to ensuring that our charter partners and Council attain Scouting's their goals.

### Desired Results

- Diversify the composition of the Board of Directors focusing on their ability to give or raise a minimum of \$10,000 per year.

### Key Objectives

- Recruit an effective Board of Directors that reflects the diversity of the geographic area served by the Council, have them active in the decision-making for the Council, and engaged in the implementation of Council plans.
- Diversify the composition of the Board of Directors focusing on their ability to give or raise a minimum of \$10,000 per year.
- Increase the effectiveness and total number of trained district volunteers.
- Recruit and retain a sufficient, competent, and diverse staff.
- To attract and keep quality staff by rewarding those who produce desired results.

### Key Goals

- Increase to 100% the number of Board members who contribute financially or raise funds at least at the minimum expected level.
- To increase the average number of committee members per district from 17.3 to 26.
- 95% of the staff, including clericals and rangers, earn an expected performance rating or above on their annual staff performance reviews and critical achievement assessments reported to the Salary Review Committee.

### Key Strategies

- Develop a campaign using the Council Nominating Committee, to identify and recruit an effective and diverse Board of Directors and to evaluate the proficiency of its members annually.
- Realign large districts that have multiple unit serving executives to make the district size more manageable for volunteer leaders, to provide more volunteer leadership opportunities, and to become more effective and efficient with volunteer resources.
- Develop and implement a system for identifying prospective district leadership and commissioners from both units and the community at large.
- Strengthen the District Nominating Committee process to recruit additional district committee members.
- Train and implement all BSA personnel systems and policies.
- Carefully select only the best candidates as new hires for professional and clerical positions.
- Provide competitive pay and incentives to attract and retain an outstanding and energetic staff.
- Communicate expectations to the staff, train them in their responsibilities, and reward those who produce desired results.

## Program Task Force Executive Summary

### Mission Statement

To provide quality, relevant programs to a greater number of youth and sponsoring organizations throughout the Sam Houston Area Council, in accordance with the aims and methods of the Boy Scouts of America.

### Desired Results

- To provide safe, age, and gender appropriate programs and activities, which reflect the values of Scouting for our youth, and meets the needs of the diverse membership and population (available youth).
- To provide program opportunities for youth to advance and adults to be recognized.
- To manage responsibly the program resources and funds available.
- To continue to provide for and support opportunities for leadership growth for youth and adults while encouraging accountability by all.
- To offer a process to review and evaluate our performance against national and council program standards.
- Be cognizant of available time, geographical distances, and other family, school, and church events and re-evaluate our current system for delivering program opportunities.

### Key Objectives

- To strive for the national standard in direct contact leaders trained and to increase the percentage of direct contact leaders trained in their registered position.
- To exceed the national standard for advancements.
- Help develop stronger unit programs.
- Provide commissioner service to include Urban Scouting/Scoutreach units.
- Increase ratio of unit commissioners to units.
- To reach and exceed the national standard in the percentage of traditional units that recharter.
- Consistent commissioner service presence to every Scouting unit.
- Continue to exceed the national standard for the percentage of Centennial Quality Units.

### Key Goals

- Increase advancements per 100 Cub Scouts from 56.5 to 73.0. (75<sup>th</sup> percentile nationally).
- Increase advancements per 100 Boy Scouts from 45.3 to 60.0. (85<sup>th</sup> percentile nationally).
- Increase direct contact leaders trained from 30.7 to 40.0 (80<sup>th</sup> percentile nationally).
- Increase the percentage of units rechartered from 87.5 to 91.5, the national standard.
- Increase unit ratio per unit commissioner from 4.1 to 3.0, the national standard.
- Maintain the percentage of Centennial Quality Units above 72% (90<sup>th</sup> percentile nationally).

### Key Strategies

- To strengthen unit programming by increasing trained leaders.
- On-going and steady recruit of commissioners without decreasing unit strength.
- Improve training for district program committee members regarding how to meet the council program expectations.

- Reduce the number of district activities and council activities to ensure that all activities are within budget, have sufficient need and do not interfere with or eliminate unit activities.

# Camping Task Force



## **Mission Statement**

**To provide quality, relevant, safe and fun camping programs to a greater number of youth throughout the Sam Houston Area Council, in accordance with the aims and**

**methods of the Boy Scouts of America, and offer camping services at the lowest cost possible with a goal of breaking even in camping.**

## Camping Task Force

**Task Force  
Members:****Stewart W. Gagnon – Chair**

Paul Huttenhoff  
Trey Jackson  
Martin Mayo  
Ann Randolph  
Ron Thomas  
Harry Thompson  
Jordan Ray – Staff Advisor

**Desired  
Results:**

- Reduce the Council's camping deficit over the next five years from \$1,000,000 to under \$500,000 and have a plan with schedule to breakeven.
- Improve percent of Council units and Scouts at Council camps and long-term camps.
- Have any Council unit not participating in a summer camp program attend a long-term camp at a Council camp.
- Improve percent of Council units and Scouts experiencing any camping opportunities.
- Council camps are the best camps in the United States.
- Outstanding facilities, together with wise management and sound conservation practices (efficient use and good stewards).
- Outstanding programs (both weekend and seasonal) that will match the program opportunities of the top camps – each camp has its own personality.
- Be the “go to” camps for both Scouts and non-Scouts.
- Programs are exciting while meeting the needs and desires of both units and Scouts.
- Be able to identify who our customers are and to identify their needs and wants and to communicate effectively with them.
- Develop partnerships to improve both programs and facilities.
- Improve the revenue produced by the Council Camping program to reduce and eventually eliminate the deficit produced (become self-



supporting).

- Preserve and efficiently use the Council camps where Scouts and non-Scouts can experience natural resources.

### **Status of the Council in 2008**

#### **Strengths**

- Volunteers
- Strong seasonal staff
- First year camper program
- Unique properties and locations
- Weekend camping opportunities
- Horses

#### **Weaknesses**

- Camping program has annual deficit of approximately \$1,000,000
- No plan for reduction of deficit
- Communications and camp marketing
- Staff training and burnout
- Distance to camps
- Financial support
- Lack of volunteers
- Weak leaders and units
- Horses

#### **Opportunities**

- Camping programs in August
- Untapped units and customers
- College resources
- Neighboring councils without camps
- Improve customer service
- Fresh ideas and energy
- Increase usage of camps by outside groups

#### **Threats**

- Uncertainty of properties
- No new excitements
- Private camps and programs
- Encroachments on camps
- Lack of financial support
- Economy
- Increase cost of transportation (gas) to camps

### **Cub Scout Camping**

#### **Objective:**

- Provide camping facilities and programs that meet the goals and objectives of the Cub Scout age appropriate outdoor program for Packs and individuals.
- Every Pack will camp at least once per year and at the Council continue to exceed the national standard in Cub Scouts/Webelos Scouts registered 6/30 in day camp/resident camp/family.

- Goal:** ➤ Increase the total number of campers, including families, at the Janis and George Fleming Cub World at Camp Strake and Bovay Scout Ranch from 13,884 to 17,213.
- Strategy:**
- Increase the number of weekend camping opportunities at the Bovay Scout Ranch by transitioning to have one weekend per month that provides “full-service” staffing with monthly “themed” programs and three weekends a month that provides unit supported and directed program.
  - Transition the Bovay Scout Ranch from a fully staffed camp to a volunteer staffed camp.
  - Develop and provide “Program in a Box” Cub World program helps that will support pack led programming at council Cub camps.
  - Revitalize the “Campmaster” program to support the units at the Bovay Scout Ranch and Cub World at Camp Strake during the unit-supported weekends.
  - Increase promotions to market the Cub camping opportunities to unit leaders through emails and brochures, and to the Cub Scouts through posters or other attention-grabbing media.
- Expected Outcomes:**
- Enhance the Cub Scout experience.
  - Increase usage of camps and number of campers.
  - Increase retention of Cub Scouts.
  - Increase revenue and decrease camping deficit.
- Measurement:** ➤ Actual number of campers
- Annual Benchmarks:**
- 2008 – 14,161 total number of campers, including family, at the Janis and George Fleming Cub World at Camp Strake and Bovay Scout Ranch
  - 2009 – 14,869 total number of campers, including family, at the Janis and George Fleming Cub World at Camp Strake and Bovay Scout Ranch
  - 2010 – 15,613 total number of campers, including family, at the Janis and George Fleming Cub World at Camp Strake and Bovay Scout Ranch
  - 2011 – 16,393 total number of campers, including family, at the Janis and George Fleming Cub World at Camp Strake and Bovay Scout Ranch
  - 2012 – 17,213 total number of campers, including family, at the Janis and George Fleming Cub World at Camp Strake and Bovay Scout Ranch

**Action Plan:****2008**

- ❑ Develop a new Cub Camping Committee.
- ❑ Create four “Program in a Box” Cub World program helps.
- ❑ Launch new Pack camping program at Bovay Scout Ranch.
- ❑ Recruit volunteer staff for one weekend per month at the Bovay Scout Ranch.
- ❑ Develop an Email promotional ad for fall and spring Cub camping opportunities.
- ❑ Recruit a Campmaster Program Committee chair.
- ❑ Develop a list of Campmaster program prospects.

**2009**

- ❑ Create four additional “Program in a Box” Cub World program helps.
- ❑ Establish and launch a Campmaster program for the Bovay Scout Ranch.
- ❑ Develop a new promotional Cub Camp brochure.
- ❑ Establish and launch new Cub Partner Weekend programs at Bovay Scout Ranch.
- ❑ Contact our neighboring councils to offer and collaborate with the usage at both Cub World facilities.

**2010**

- ❑

**2011**

- ❑

**2012**

- ❑

**Boy Scout Camping**

**Objective:**

- Provide a quality, exciting (fun) camping program for Boy Scouts and troops that meet the needs and desires of boys and attracts and retains an increased number of youth to the Scouting program.
- Increase the number of Scouts weekend camping at council camps.
- Increase the number of paid Council Scouts that participate in summer camp at El Rancho Cima and winter camp at Camp Strake.
- Increase the percentage of Council Scouts who have a long-term residential camping experience at any Boy Scout camp each year.
- Increase the percentage of Council Scouts who have a high adventure experience each year.

**Goal:**

- Increase the number of Scouts weekend camping at council camps

from 9,478 to 11,757.

- Increase the number of paid Council Scouts that participate in summer camp at El Rancho Cima and winter camp at Camp Strake from 3,425 to 4,163.

**Strategy:**

- Develop marketing plans focused differently to leaders, parents and boys to communicate the “fun” of Council camps
- Upgrade the program equipment Council camps offer (boats, archery, etc.) to add a new sizzle each year.
- Relocate adventure programs from Hamman Scout Camp to El Rancho Cima to increase participation and reduce expenses.
- Develop staffed weekend camping programs that encourage the increased use of both Camp Strake and El Rancho Cima.
- Establish a working group of trained, experienced leaders to develop program helps that allow units to better experience the camp programs.
- Contact our neighboring councils to collaborate usage at Camp Strake and El Rancho Cima.

**Expected Outcomes:**

- Scouts experiences will be enhanced.
- Scouts tenure in Scouting will increase.
- Camping revenue will increase resulting in decreased camping deficit.

**Measurement:**

- Actual number of Scouts weekend camping
- Actual number of paid Council Scouts at Council summer and winter camps

**Annual Benchmarks:**

- 2008 - 9,672 Scouts weekend camping
- 2009 - 10,155 Scouts weekend camping
- 2010 - 10,663 Scouts weekend camping
- 2011 - 11,196 Scouts weekend camping
- 2012 - 11,757 Scouts weekend camping
- 2008 – 3,425 paid Council Scouts at Council summer and winter camps
- 2009 – 3,596 paid Council Scouts at Council summer and winter camps
- 2010 – 3,776 paid Council Scouts at Council summer and winter camps
- 2011 – 3,964 paid Council Scouts at Council summer and winter camps
- 2012 – 4,163 paid Council Scouts at Council summer and winter camps

**Action Plan:**

**2008**

- ❑ Survey troops interests to identify potential activities that could be developed into “Program in the Box” program guide helps.
- ❑ Recruit a chairman for developing and recruiting a team to develop “Program in a Box” program helps for Camp Strake and El Rancho Cima.
- ❑ Create communication plan to apprise Council units of camp improvements and to encourage troops to attend Council camps.
- ❑ Conduct a high adventure rally to generate interest for upcoming adventures.
- ❑ Begin development of plans for staffed weekend camping programs.
- ❑ Develop a new system (Seven Touches) to provide better communication to unit leaders attend our summer programs.
- ❑ Redesign the Council Camping Web page.
- ❑ Coordinate with neighboring Council a “Camp Promotion Night” to sign up units for 2009 Summer Camp.

**2009**

- ❑ Based on completed “Needs and Desires” assessment, recruit a team of volunteers to take action on needs and incorporate into the *Camp Leaders Guide Book*.
- ❑ Develop marketing plan focused specifically on leaders, parents and Scouts individually to communicate the “fun” of Council Camps.
- ❑ Assess effectiveness of “Program in the Box” and develop at least one additional program for each camp.
- ❑ Conduct a “Scout Skill Camp” to meet the need of Scouts who are not ready to attend a full week of summer camp.

**2010**

- ❑

**2011**

- ❑

**2012**

- ❑

**Seasonal Camp Staff**

**Objective:**

- Provide a quality, mature, and experienced seasonal camp staff to design and present a quality and exciting camping program for Scouts and units at Council camps.

- Increase the maturity and leadership qualities of the key staff personnel so all staff members are strong leaders and that the camp director and business manager of each camp is a Scouting professional.

**Goal:** ➤ Increase customer satisfaction through camp surveys from a 60% excellent rating to an 85% excellent rating by attracting and retaining Eagle Scouts to serve on summer camp staff.

**Strategy:**

- Provide competitive pay and incentives (certification, college scholarships) to attract and retain an outstanding and energetic staff
- Use the Strake Foundation Eagle Scout Scholarship Fund to attract college age Eagle Scouts to serve on summer camp staff.
- Provide improved housing and staff lounges for the staff.
- Utilize college internships to add knowledgeable staff and support personnel.
- Develop a “Jr.” staff (CIT) program that recruits (hooks ‘um) and trains future staff members.
- Increase the Order of Arrow presence on staff as well as at each camp.
- Reach out to recruit Scouts who have completed the advanced youth leadership development opportunities (NYLT, NAYLE, Kodiak, etc.)

**Expected Outcomes:**

- To have a better mature and well trained summer camp staff.
- To improve the camp experience and customer satisfaction.

**Measurement:** ➤ Summer camp evaluations

**Annual Benchmarks:**

- 2008 – 65% excellent rating
- 2009 – 70% excellent rating
- 2010 – 75% excellent rating
- 2011 – 80% excellent rating
- 2012 – 85% excellent rating

**Action Plan:**

**2008**

- ❑ Review the Strake Foundation Eagle Scout Scholarship Fund qualifications.
- ❑ Based on performance evaluations, secure key staff for 2009 camp season by November.
- ❑ Create a Summer Camp Advancement Task Force to evaluate the summer camp merit badge program.
- ❑ Schedule summer camp sessions after school dates are confirmed to ensure that all staff are in attendance at staff week.

**2009**

- ❑ Participate in college recruitment days.
- ❑ Conduct a staff training session in April.
- ❑ In cooperation with the Council Advancement Committee, develop detailed merit badge lesson plans prior to summer camp.

**2010**

- ❑

**2011**

- ❑

**2012**

- ❑

**Council Camping Operations**

**Objective:** ➤ Reduce the Council camping deficit and have a plan with schedule to breakeven.

**Goal:** ➤ Reduce the Council camping deficit from \$1,000,000 to under \$500,000, and have a plan with schedule to breakeven.

**Strategy:**

- Identify and maximize all revenue streams in support of camping operations to become more self sufficient.
- Have a Properties Master Plan that ensures the most effective and efficient usage of camp properties.
- Maximize program resources and minimize expenses.
- Sell unused or underutilized properties that are not vital to the fulfillment of the mission of the Council.
- Maximize usage opportunities for all camps.
- Offer programs that generate additional revenue from non-Scout groups.

**Expected Outcomes:** ➤ The Council’s financial position improves allowing it to be more effective in delivering the programs of Scouting and Learning for Life to a greater number of youth.

**Measurement:** ➤ Actual annual Council camping deficit

**Annual Benchmarks:**

- 2008 - Deficit under \$900,000
- 2009 - Deficit under \$800,000
- 2010 - Deficit under \$700,000

- 2011 - Deficit under \$600,000
- 2012 - Deficit under \$500,000

**Action Plan:**

**2008**

- ❑ Conduct a cost-benefit analysis for all properties.
- ❑ Conduct a study of what programs from each camp can be consolidated into another camp.
- ❑ Conduct a study to identify new potential revenue streams from the operations of camps.
- ❑ Conduct a review of program and training usage fees currently charged and make adjusts as necessary.
- ❑ Develop a maintenance plan and schedule for all camp properties.
- ❑ Develop a staffing plan and open the trading post at the Bovay Scout Ranch for optimum sales during all weekend camping.
- ❑ Conduct a study to determine the feasibility of having and running a trading post during all weekend camping at Camp Strake.

**2009**

- ❑ Move the summer camp programs at the Hamman Scout Camp to El Rancho Cima.
- ❑ Conduct as study to determine annual inflationary cost increases and adjust camp programs fees accordingly to competitive market.

**2010**

- ❑

**2011**

- ❑

**2012**

- ❑



# Development Task Force



## Mission Statement

**Provide the financial resources necessary to serve the needs today and in the future of the communities and families we serve.**

## **Development Task Force**

**Task Force Members:** **Walter E. Johnson – Chair**  
 Nelson R. Block  
 Michael J. Dolan  
 Steven B. Hinchman  
 Webb Jennings  
 George S. Littell  
 Howard T. Tellepsen, Jr.  
 John B. Walker

- Desired Results:**
- Increase funding from Friends of Scouting, Investments, Foundation and Trusts, small and mid-size businesses.
  - Increase in the Council’s permanently restricted Endowment funds to adequately provide operating and capital revenue.
  - Insure that the Development Campaign effort is volunteer driven and minimal Field Service time is required.
  - 100% participation, support and involvement in all aspects of the Development Campaign by members of our Board of Directors.
  - Diversify the potential risk of individual sources of revenue, which comes from relying too heavily from certain sources of funding.
  - Become a more efficient and effective organization that meets the needs of the Scouting programs.

### **Status of the Council in 2008**

**Strengths**

- Large number of Friends of Scouting Contributors.
- Successful Distinguished Citizen / Family Dinner
- Increasing Total Available Youth Market
- Large Service area (population density)
- Long history/tradition of serving Houston
- Attractive headquarters with excellent location

**Weaknesses**

- Annual cash flow cycle.
- Reliance on Energy Sector to fund the council.
- Lack of emphasis resulting in too small an endowment for the size of our council
- Amount of subsidy needed to support our number of camping properties
- Diversity and participation of Board of Directors

- Focused leadership
- Broad support in Houston area
- Lack of the “next generation” of Houston leadership on the board
- Hispanic membership initiative
- Marketing, advertising; spreading the word about Scouts in SHAC region
- Continued loss of market share of youth in traditional program
- Too many large districts

### **Opportunities**

- Friends of Scouting growth in number of prospects and amount of contributions
- Foundations – private / public and corporate
- Increase permanently restricted endowment
- Increase revenue from Camping programs Adopting BSA Model for Operations
- Tout new leadership and focus for the SHAC
- Communicate the results of donor participation and contributions quarterly
- Better demonstration re: benefits to Youth of Scout programs
- Clearly delineate between traditional and LFL programs
- Become more creative in traditional scouting to attract and hold youth
- Improve camp facilities to make the state of the art.
- Reevaluate our camps to determine opportunities to liquidate underutilized assets.
- Become a more efficient and effective council

### **Threats**

- Slowing or weakening economy.
- Endowment has poor investment performance
- Youth choose other programs and traditional membership continues to fall
- Small number of Board Members actively engaged in fundraising efforts.
- Expenses growing at a faster rate than revenue and traditional youth membership
- Decline in the number of registered traditional Scouts
- Too many camp properties
- Need to raise additional funds as the number of traditional scouting membership declines.
- Number of non registered youth participating in Scouting

## **Operating Revenue**

- Objective:**
- Diversify individual sources of revenue to ensure that the Council’s revenue over expenses at the end of each year meets or exceeds the Sam Houston Area Council’s standard.
  - Have a balanced operating budget each year that achieves the

Council's goals to improve the quality, diversify and broaden the impact of Scouting, in order to meet the needs of the Sam Houston Area Council.

- Complete the Friends of Scouting Campaign by June 30.

**Goal:** ➤ Increase Total Direct Support to \$10,323,144.

**Strategies:**

- Board of Directors takes a greater role in raising funds.
- Increase the Council's support from Foundations.
- Increase Friends of Scouting collections in field operations.
- Increase donations from mid-size businesses.
- Launch the campaign in December of each year.
- Improve use of technology and better tracking of alumni.
- Learn from the United Way successes of engaging mid-size companies in our Development Campaign.
- Expand the campaign base to include all industry sectors represented within our 16½ county service area.
- Identify potential new board members who help diversify the make-up of the Board of Directors – not only, ethnically and by industry, but also, has the ability to give or raise \$10,000 annually.
- Utilize up to date computer software and technologies to better track and maintain historical contributor data.

**Expected Outcomes:**

- Program and membership goals and objectives can be met.
- Objective of increasing service and support to youth in at-risk areas can be achieved.

**Measurement:** ➤ Actual amount of revenue generated vs. actual expenses.

**Annual Benchmarks:**

- 2008 - Total Direct Support totals \$9,173,757
- 2009 - Total Direct Support totals \$9,448,970
- 2010 - Total Direct Support totals \$9,732,439
- 2011 - Total Direct Support totals \$10,024,412
- 2012 - Total Direct Support totals \$10,323,144

**Action Plan:**

**2008**

- ❑ Restructure the Friends of Scouting campaign to significantly secure more contributions.
- ❑ Apply for additional United Way funding for special projects.
- ❑ Develop a plan to identify and cultivate business men in our communities who are Eagle Scouts.
- ❑ Educate all the members of the Board of Directors as to their role in helping to actively participate in the Development Campaign.
- ❑ Conduct a detailed study of realistic expected investment income for

the next three years based on the current market conditions.

- ❑ Conduct realistic reviews of expenses to determine what services that are currently being provided do not produce economic benefits.
- ❑ Develop a two year plan to reduce expenses to meet income to reflect shifting emphasis on traditional Scouting programs and begin implementing year one of the plan in 2008.
- ❑ Develop a contingency plan to address the possibility of revenue not being able to meet current and future expenses.
- ❑ Develop a gift acceptance policy that addresses acceptance of contributions that only has either program or monetary value.
- ❑ Conduct an in-depth conversation with United Way to determine their reaction to the possibility of a smaller more efficient program focused on traditional membership growth.
- ❑ Identify and contact those organizations and businesses that will only fund the Learning for Life program.
- ❑ Conduct a study to determine if the BSA Asset Management Company could benefit the Council regarding the investments of the Council's Endowment Fund assets.

### **2009**

- ❑ Implement a program for three year Friends of Scouting commitment.
- ❑ Develop a three year plan to strengthen the Community Campaign efforts of Friends of Scouting within our traditional districts.
- ❑ Establish a top level Development Committee.
- ❑ Continue to implement the two year plan to reduce expenses reflecting the emphasis of traditional Scouting programs.
- ❑ Evaluate the current results of the Sporting Clays and Golf Tournament to insure maximum results.
- ❑ Implement a council-wide Friends of Scouting Kickoff Luncheon to raise awareness and funds for Scouting.
- ❑ Evaluate techniques, tools and methods of donor cultivation and recognition and develop a plan to increase the average gift and properly recognize our contributors.
- ❑ Implement the plan developed to increase revenue from the use of our camping facilities.
- ❑ Transition the Scout Fair Ads sales campaign contributors into the District Friends of Scouting Campaigns.

### **2010**

- ❑ Complete the implementation of the two year plan of reducing expenses reflecting the emphasis of traditional Scouting programs.
- ❑ Implement year one of the three year of the Friends of Scouting Community Campaign redevelopment
- ❑ Implement the new donor cultivation and recognition plan developed.

**2011**

- 

**2012**

- 

**Capital Revenue**

- Objective:** ➤ Ensure that the Council has the proper capital assets to support the program.
- Goal:** ➤ Reach or exceed the funds necessary to fully implement the approved Properties Master Plan.
- Strategy:**
- Expand the scope of the fundraising to include new projects to help attract new donors.
  - Engage Scouters (e.g. Camping Committee Members) to help secure funding for specific projects.
  - Consider the liquidation of assets not being fully utilized.
  - Identify potential new board members who help diversify the make up of the our Board of Directors – not only ethnically but also economically.
  - Utilize up to date computer software and technologies to better track and maintain historical contributor data
- Expected Outcomes:**
- Facilities to support program will be improved that will enhance program impact.
  - Membership retention will increase.
- Measurement:** ➤ Actual amount raised for the Capital expenditures.
- Annual Benchmarks:**
- 2008 - Capital Support and Revenue of \$2,000,000
  - 2009 - Capital Support and Revenue of \$2,000,000
  - 2010 - To be determined after completion of Properties Master Plan
  - 2011 - To be determined after completion of Properties Master Plan
  - 2012 - To be determined after completion of Properties Master Plan

**Action Plan:**

**2008**

- Launch the New Legacy Campaign to modernize and improve the council’s camps.
- Establish a committee to study the possible liquidation of assets not

being fully utilized.

**2009**

- ❑ Establish a method to communicate with our Legacy Campaign contributors on the progress of the capital projects.

**2010**

- ❑

**2011**

- ❑

**2012**

- ❑

**Endowment Revenue**

- Objective:**
- Ensure that the Council has the proper trust assets to support the program for today and the future.
  - Provide stable and sufficient flow cash for the operating and capital funds.
- Goal:**
- To be set by December 31, 2008. (The need is to increase permanently restricted Endowment assets from \$15,500,000 to a minimum of \$45,000,000 and a maximum of \$200,000,000.)
- Strategy:**
- Insure that our investment portfolio is maximizing our growth potential.
  - Expand the scope of the fundraising to include new projects to help attract new donors.
  - Engage volunteers in developing, writing and mailing a regular newsletter to contributors and prospects.
  - Promote the National recommendation level of \$430 per registered Scout and participant in permanently restricted endowment dollars
  - Identify potential new board members who help diversify the make up of the our Board of Directors – not only ethnically but also economically
  - Utilize up to date computer software and technologies to better track and maintain historical contributor data
- Expected Outcomes:**
- Programs can be planned and implemented on a consistent basis.
  - Number of youth served can be increased.
  - More staff resources and time can be spent on program rather than fund raising.

**Measurement:** ➤ Actual funds distributed in support of the operating and capital budgets.

- Annual Benchmarks:**
- 2008 - Permanently restricted Endowment assets total \$26,000,000
  - 2009 - Permanently restricted Endowment assets total \$31,000,000
  - 2010 - Permanently restricted Endowment assets total \$36,000,000
  - 2011 - Permanently restricted Endowment assets total \$41,000,000
  - 2012 - Permanently restricted Endowment assets total \$45,000,000

**Action Plan:**

**2008**

- ❑ Launch Phase two of the Legacy Campaign to increase the permanently restricted funds in the endowment to help lessen the need on other sources of revenue.
- ❑ Appoint a committee to look at the council's current Endowment distribution policy to insure the current model best fits our needs.
- ❑ Conduct a feasibility study to determine the capacity of increasing Endowment.
- ❑ Develop a comprehensive planned giving and endowment campaign based on the results of the feasibility study.
- ❑ Establish an Endowment campaign goal.
- ❑ Develop and implement a plan to increase awareness of the *James E. West Award* program.
- ❑ Reestablish the Heritage Society and conduct a Heritage Society Dinner.
- ❑ Complete the installation of the backlog of named bricks at the Bovay Scout Ranch.
- ❑ Determine the direction for the *Named Brick* program at the Bovay Scout Ranch.

**2009**

- ❑ Heighten awareness to potential donors of planned giving opportunities through promotion, donor research and targeting.
- ❑ Heighten awareness to legal and financial professionals of planned giving opportunities.
- ❑ Implement the developed plan for planned giving campaign.
- ❑ Conduct Endowment seminars for planned giving professionals.

**2010**

- ❑

**2011**

- ❑

**2012**





# Facilities & Properties Task Force



## Mission Statement

**Plan, develop, and manage the Council's facilities and properties in a cost effective, environmentally sustainable way—to meet the growth needs in the Sam Houston Area Council for the current and future generations.**

## Facilities & Properties Task Force

**Task Force Members:** **C. Travis Traylor, Jr. – Chair**  
Dean Eisemann  
Dr. Carlos R. Hamilton, Jr.  
Michael Patrick  
Thomas O. Varnell – Staff Advisor

- Desired Results:**
- Ensure that facilities provide an up-to-date, creative, enjoyable, safe and educational experience for Scouts and others who use them, to support program goals.
  - Maintain the Cockrell Scout Center in its prime condition.
  - Have an inventory of property that meets the needs of the Council and is not a liability for the Council.
  - Have and complete a plan that addresses the critical facility and property areas that need to be completed by the end of 2012.

## Status of the Council in 2008

### Strengths

- Owns sixteen separate pieces of property totaling approximately 7,800 acres, which includes five camps that make up 7,457 acres of that acreage
- Cockrell Scout Center
- Cockrell Scout Center property, which consists of 6.8 acres, has room for expansion
- Valuable properties
- Camp Strake's proximity to Houston
- Camp Strake has a new waste water system
- Camp Strake Fund that helps to pay the costs for the operations and maintenance of the camp
- Bovay Scout Ranch
- Properties vary in topography and program opportunities

### Weaknesses

- All camp properties operate annually with a significant deficit
- Cockrell Scout Center's computer system is in need of updating for current usage and replacing for future needs
- Camp Strake is being surrounded by development and experiencing an increase in trespassers and vandalism
- Have not been able to secure permits and complete the restroom/shower buildings in which construction began in 2007 at El Rancho Cima
- Projects constructed for the past few years at El Rancho Cima were done without proper permits
- Some camps may be underutilized
- Some facilities at the camps, other than the Bovay Scout Ranch, are not ADA compliant
- Council has no master plan for development

- and usage of its facilities and properties
- Only Camp Strake has a fund that generates revenue to assist with annual maintenance
- Current funding model for total council operations has made it difficult to keep up with routine maintenance and major maintenance of facilities
- Annual road and building maintenance at camps has not been adequate for current usage
- Council does not own all camp maintenance equipment, such as backhoe, trencher, meri crusher, for the adequate upkeep of the property
- Council does not have a schedule or budget for the replacement of camp maintenance equipment such as tractors, trucks, etc.
- Seasonal usage of facilities

**Opportunities**

- Explore use of facilities on off-season
- Facilities available to other entities (schools, associations, etc.)
- Look for profit potential via properties
- McHenry property can be sold when donor restrictions are removed
- Of all the property owned, ten tracts have no program value and can be sold

**Threats**

- Development around Camp Strake will continue
- Development around El Rancho Cima is increasing
- Current funding model for total council operations does not adequately address the routine and major maintenance of facilities
- In the Council's inventory of property owned, nine tracts have no program value and although they can be sold, they have no significant value and may carry some potential liability
- Environmental controls
- Keeping up with OSHA and ADA standards
- Increase gas prices affects transportation costs to use the properties in the outlying areas

**Camps**

- Objective:** ➤ Have adequate facilities to meet the outdoor needs of current and future use.

- Goal:**
- To have camps of sufficient size and convenient location for youth members and participants in all the programs of the Council.
  - Ensure there is a consistent amount of funding available year-to-year for maintenance and development of Council property and facilities.
  - Establish an environmentally sustainable design and use of camping grounds and facilities.
  - Ensure there is a consistent amount of funding available year-to-year for acquisition and maintenance of appropriate fixtures and equipment.
  - Ensure that outdoor facilities are optimized for maximum value in enabling the Scouting program.
- Strategies:**
- Establish a master plan for planning, developing and maintaining facilities, to ensure long-term value to the youth and Scouts.
  - Analyze and evaluate all camps to see in they are located in places that will meet the needs of the Council in the future.
  - Develop a relationship with the neighbors of the Council's properties and keep them informed of the Council's potential interest in acquiring additional property when it comes available.
  - Do not overbuild beyond the Council's ability to equip and maintain the facilities in order to successfully support the program.
  - Partner with other organizations to maximize use, development and maintenance of facilities.
  - Establish a funding formula for property maintenance (i.e., a set percentage of the revenue stream year-to-year).
  - Establish separate funds for operations and maintenance of each camp.
  - Study environmental impacts that will affect how properties can be used and developed.
  - Sell properties that have no program value and may be a liability for the Council.
  - Sell properties that are underutilized, cause a financial burden on the Council or can be better utilized to support other properties and the mission of the Council.
  - The timing of the sale of property based on the market is a factor of consideration to insure the maximum return.
  - Maximize the generation of annual revenue from the tree farm at Camp Strake Reservation.
  - Utilize engineering and architectural resources and services offered by the National Council.
- Expected Outcomes:**
- Quality of camp experience will improve.
  - Number of campers and camper days will increase.
  - Maintenance of current facilities will improve.
  - Net losses of owning and maintaining facilities and properties will

decrease.

- Measurement:**
- Survey of users of facilities.
  - Review and analyze accident reports annually.
  - Financial analysis of cost vs. benefit of various properties.
  - Track amount of usage of camp each year compared to prior years and to maximum.

- Annual Benchmarks:**
- 2008 – List of all capital critical needs for Bovay Scout Ranch, El Rancho Cima and Camp Strake developed.
  - 2009 – scheduled projects & properties master plan completed
  - 2010 – To be developed after completion of properties master plan
  - 2011 – To be developed after completion of properties master plan
  - 2012 - To be developed after completion of properties master plan

**Action Plan:**

**2008**

- ❑ Analyze and evaluate the current usage of each camp.
- ❑ Develop a new Construction Committee that will manage the construction of all new capital improvement projects at camps.
- ❑ Continue following Lone Star Forestry's forestry management recommendation's for thinning of selected timber at Camp Strake and thin the areas located in zones 1, 2 and possibly 3.
- ❑ Determine the feasibility of establishing a wetlands mitigation bank at Camp Strake.
- ❑ Determine the market value of the McHenry property in Lee County, Texas.
- ❑ Recommend the sale of the McHenry property in Lee County, Texas to the Executive Committee.
- ❑ Conduct market research to determine the appropriate fees to charge for the usage of each of the camps.
- ❑ Identify and establish a relationship with a real estate agent who will aggressively work to represent the Council in its interest of acquiring additional land adjacent to the Bovay Scout Ranch.
- ❑ At the Bovay Scout Ranch, begin hosting an annual cookout for the neighbors of the Ranch to maintain and grow a strong relationship with them and to communicate the Council's interest of acquiring additional land adjacent to the Ranch.
- ❑ Conduct a study to determine if the Bovay Scout Ranch needs to be built for larger group Boy Scout usage.
- ❑ Begin conducting a study to determine if the usage of Camp Brosig could be accommodated at the Bovay Scout Ranch if it were built to accommodate such usage.
- ❑ Conduct a demographic and drive time study of Camp Brosig.
- ❑ Determine the market value of Camp Brosig.
- ❑ Conduct a financial analysis of cost vs. benefit to determine the

current usage of Camp Hamman and the best use of that asset to achieve the Council's mission.

- ❑ Determine the market value of Camp Hamman.
- ❑ Conduct a study to determine if the Council has a need to acquire additional property adjacent to El Rancho Cima to protect the privacy of the camp.
- ❑ Secure all proper permits needed for current projects at El Rancho Cima.
- ❑ Complete the restroom/shower house at El Rancho Cima – Walter Scout Camp at Horseshoe Bend.
- ❑ Complete the restroom/shower at El Rancho Cima – Cockrell River Camp.

### **2009**

- ❑ Develop a Properties Master Plan Committee to begin developing a comprehensive properties master plan for the Council.
- ❑ Continue following Lone Star Forestry's forestry management recommendation's for thinning of selected timber at Camp Strake and thin the areas located in zones 5 and 6.
- ❑ Complete the construction of a new front gate with fencing at El Rancho Cima.
- ❑ Complete the construction of a new administration building at El Rancho Cima – Walter Scout Camp at Horseshoe Bend.
- ❑ Complete the construction of a new trading post at El Rancho Cima – Walter Scout Camp at Horseshoe Bend.

### **2010**

- ❑ Continue following Lone Star Forestry's forestry management recommendation's for thinning of selected timber at Camp Strake.

### **2011**

- ❑ Continue following Lone Star Forestry's forestry management recommendation's for thinning of selected timber at Camp Strake.

### **2012**

- ❑ Continue following Lone Star Forestry's forestry management recommendation's for thinning of selected timber at Camp Strake.

### **Cockrell Scout Center**

**Objective:** ➤ Ensure that the Cockrell Scout Center remains a great asset to the

Council and keeps its marketing appeal.

**Goal:** ➤ Ensure there is a consistent amount of funding available year-to-year for maintenance and development of the Cockrell Scout Center.

**Strategy:** ➤ Utilize excess land by considering leasing the adjoining property owned by the Council to generate additional annual revenue that would help cover the maintenance costs of the Cockrell Scout Center.

**Expected Outcomes:** ➤ Sam Houston Area Council maximizes public exposure.  
➤ Staff and volunteers remain proud of Council’s facility.

**Measurement:** ➤ Schedule with budget of annual routine and major maintenance projects.

**Annual Benchmarks:** ➤ Scheduled maintenance of Cockrell Scout Center is completed on time.

**Action Plan:**

**2008**

- ❑ Conduct a study to determine when additional staff office space is needed.
- ❑ Identify and contact real estate companies to determine if there is any potential for leasing adjoining property for parking for neighboring companies and if the leased parking space could be used by the Council as overflow parking for larger events.
- ❑ Conduct a study and establish a fee structure for outside groups that use the Cockrell Scout Center for conferences and meetings.

**2009**

- ❑

**2010**

- ❑

**2011**

- ❑

**2012**

- ❑



**Other Properties**

**Objective:** ➤ To only own property that either has program value or monetary value for the Council.

**Goal:** ➤ Dispose of the ten (10) lots/tracts that are excess property owned by the Council.  
➤ Dispose of the four (4) lots in which the council has a partial interest and is excess property for the Council.

**Strategy:** ➤ Identify and secure realtors in areas of location of properties.  
➤ Sell or gift properties.  
➤ The timing of the sale of property based on the market is a factor of consideration to insure the maximum return.

**Expected Outcomes:** ➤ Reduction in taxes paid by the Council.  
➤ Reduction in liabilities and risk carried by the Council.

**Measurement:** ➤ Number of properties disposed.

**Annual Benchmarks:** ➤ 2008 – Plan for disposal of properties developed.  
➤ 2009 – Excess property listed and marketed for sale.  
➤ 2010 – 50% of excess property disposed.  
➤ 2011 – 75% of excess property disposed.  
➤ 2012 – 100% of all excess properties disposed.

**Action Plan:**

**2008**

- ❑ Develop a gift acceptance policy that addresses acceptance of contributions of property that only has either program value or monetary value for the council.
- ❑ Develop a plan for the disposition of all unneeded and wanted properties owned by the Council.
- ❑ Identify and select a realtor to list and market the four (4) lots owned by the Council in Hilltop Lakes, Leon County, Texas.

**2009**

- ❑ Begin conducting a study to determine if the Council might have a need for additional property in the future that is located south of Houston.

**2010**

- ❑

**2011**

□

**2012**

□

# Information Technology Task Force



## Mission Statement

**Increase efficiency and effectiveness in the support of units and membership by using affordable technology while assisting our chartered partners and our Council achieve their goals.**

## Information Technology Task Force

**Task Force Members:** **Rick Conley – Chair**  
 Troxel Ballou  
 Farrell Gerbode  
 Gary McFarland  
 Sharon Psencik  
 David Van Kleeck  
 Hank Wedelich  
 Terry Miller – Staff Advisor  
 Terry Taylor – Staff Advisor

**Desired Results:**

- To deliver accessible, timely, and accurate information to all.
- To provide means of communicating information clearly, concisely, and quickly to all.
- To provide tools to securely register attendance and financial information for events, membership, sales, and donations.

## Status of the Council in 2008

### Strengths

- National Council's technology resources and support
- Experience level of core volunteers
- Forward looking Scout Executive
- IT resources

### Weaknesses

- Core volunteers aging
- Range of diverse groups
- Lack of resources for IT capital investments
- Access to reports and information
- Loss of members between program segments
- Small IT staff can't devote any time to development (drowning in support issues)
- Technology not uniformly integrated

### Opportunities

- IT support of field executives and key volunteer staff
- IT can access the Gen-X, Gen-Y and Post Gen-X youth
- Podcasts and Web casts Generational change – haven't figured out how to engage the next

### Threats

- Perception of the BSA
- Media only publishes negative stories
- Generational change – haven't figured out how to engage the next generation of leaders

generation of leaders

- Declining volunteerism
- Possible recession

### Council Web Site

- Objective:**
- Consistently deliver accurate and timely information and provide tools for our volunteers to easily accomplish their tasks.
  - Provide the right information for the right people and make it easy to find.
  - To have more effective use of IT resources and delivery of IT services.
- Goal:**
- Win the National *BSA President's Award* for Best Council Web site by 2012.
  - Increase Web site daily visitors to 3,591.
  - Increase online revenue to averages \$18,400 monthly.
- Strategy:**
- Redesign the existing Web site.
  - Establish business process for Web content management.
  - Identify opportunities for effective use of interactive functionality.
    - online registration (membership and events)
    - portal technologies for data retrieval
- Expected Outcomes:**
- Web site becomes more user-friendly.
  - Distinct Web content management tasks mapped to roles.
  - Quicker response to needs of Council.
  - Current and appropriate content available for members, leaders and stakeholders.
- Measurement:**
- Web traffic
  - Online revenue
- Annual Benchmarks:**
- Win the National *BSA President's Award* for Best Council Web site by 2012
  - 2009 – Web site daily visitors increase to 3,100
  - 2010 – Web site daily visitors increase to 3,255
  - 2011 – Web site daily visitors increase to 3,420
  - 2012 – Web site daily visitors increase to 3,591
  - 2009 - Online revenue to averages \$15,750 monthly
  - 2010 - Online revenue to averages \$16,540 monthly
  - 2011 - Online revenue to averages \$17,500 monthly

- 2012 - Online revenue to averages \$18,400 monthly

**Action Plan:****2008**

- ❑ Develop a committee to determine the target audiences of the site and determine the costs and requirements to redesign the Web site.
- ❑ Conduct an audit of what Web content is currently published.
- ❑ Conduct an audit of Web feedback submitted through the current Web site to identify and prioritize other Web content, design, and navigation issues.
- ❑ Identify stale pages (content that is no longer current).
- ❑ Eliminate redundant data (duplicated data and information).
- ❑ Identify opportunities for connectivity of content (links from one page to another that relate).
- ❑ Engage a committee to study and produce a list of Web content management techniques used by organizations similar to the Council.
- ❑ Create a list of roles and responsibilities for Web content management.

**2009**

- ❑ Create a new district content model utilizing the skills of managers of privately managed district Web sites.
- ❑ Write a governance policy to ensure the consistency of a “living” Web site.
- ❑ Determine the business needs for online forms.
- ❑ Research a tool that will publish calendar information with hyperlinks to registrations and/or flyers – make recommendations for new tool.
- ❑ Create a strategy for moving the management of District Web sites to volunteers with Council content approval.
- ❑ Write the role description for a Web Editor (Champion/gatekeeper).
- ❑ Gather specifications for required pages and functionality using focus groups.
- ❑ Conduct a study to determine the best Web site management technique and tools.
- ❑ Begin the process to redesign the Council Web site based on results of committee’s study conducted in 2008.
- ❑ Add a community program opportunities page to the Council Web site.
- ❑ Organize a committee to determine the feasibility of creating a First Class recognition corner segment containing the names of Scouts who become First Class Scouts and improve functionality

of the Web site to be able to complete tour forms and book online.

**2010**

- ❑ Conduct a study to examine new emerging technologies that can be used in conjunction with the Council’s Web site to facilitate communication to the Council’s Web site audience.

**2011**

- ❑ Conduct a study to evaluate additional methods for increasing Web site traffic and online revenue.
- ❑ Develop a project timeline and budget for implementing the results of the study mentioned in the previous bullet.

**2012**

- ❑

**Communications**

- Objective:**
- Ensure the ability of timely and accurate communication between volunteers, professionals, future members, and other interested parties.
  - Provide the right information to the right people at the right time.
  - Manage information across the Council’s business verticals as well as provide guidance on integration of information management.
  - More effective use of IT resources and more effective delivery of IT services in support of the Council’s mission.
  - Reduce duplication of information and identify incorrect data and communicate the correction.

- Goal:**
- Achieve scheduled projects on time.

- Strategy:**
- Organize the information to accommodate the customer.
  - Provide the means for the field personnel to effectively and efficiently communicate.
  - Keep information current.
  - Create a knowledge management data store.
  - Learn and share best practices in all business processes.
  - Have a repository of policies and procedures.
  - Have a searchable library of information that can be queried by stakeholders.

- Expected**
- Better informed volunteers, members, stakeholders, etc.

- Outcomes:**
- More efficient use of volunteer and staff time.
  - Greater accuracy of data.
  - Have established policies and standards relating to communications best practices.
  - Horizontal Integration of IT in the business processes of the Council
  - Reduction of information duplication.

- Measurement:**
- Actual completion of documents, research, and feasibility studies.

- Annual Benchmarks:**
- 2008 – A list of communication audiences, content needs, and a map of content owners, establishment of the Information Strategy Committee and the Information Technology Committee
  - 2009 – Creation of a Unit and Charter organization map, a completed communication policy document, and completion of training of 90% of the audience for these communications
  - 2010 – Completion of a feasibility study to determine feasibility of creating a Council version of ScoutNet
  - 2011 – Completion of a feasibility study to examine new technologies and ScoutNet functionalities that can improve Council communications
  - 2012 – Implementations of the recommendations that were established in the 2011 feasibility study

**Action Plan:****2008**

- ❑ Create a list of the Council's communication audiences.
- ❑ Create a list of the Council's communication content owners and map content from owner to audience.
- ❑ Identify content management roles and type of access.
- ❑ Write a charter for the Information Strategy Committee and the Information Technology Committee and submit for approval by Council leadership.
- ❑ Create the Information Strategy Committee and Information Technology Committee.
- ❑ Information Strategy Committee review of current information management practices, and develop objectives (short-term and long-term), and create a document of recommendations for improvements, policies and procedures.
- ❑ Develop the specifications for a tool to facilitate the storage and retrieval of data similar to a WIKI and write a description of the access roles and the librarian role.
- ❑ Assess the need for additional personnel.

**2009**

- ❑ Map current units and chartering organization to determine Unit



Development Index (realization versus potential).

- ❑ Determine the feasibility (timeline, resources, and budget measurements) for implementing the recommendations made by the ISC in 2008.
- ❑ Study other tool solutions and create a report on those capabilities.
- ❑ Create the specifications for a trainer support system and an activity registration system.
- ❑ Create the specification for providing a unified online calendar.
- ❑ Create a report regarding staffing to maintain and operate the infrastructure, adequate in skills and number and adequacy in salaries to maintain.
- ❑ Develop a plan to introduce and support Blackberries or other remote access devices to professional staff.
- ❑ List the business process and data requirements (developed by appropriate committee) and build a relational map to construct a database to handle data requirements of stakeholders.
- ❑ Conduct workshops to roll out new communication policies to employees.
- ❑ Construct slideshows / documents / multi-media to explain communication policies to other stakeholders.
- ❑ Research and develop a plan to make ScoutNet data more readily available and accessible to volunteers.

### **2010**

- ❑ Determine the feasibility (timeline, resources, and budget measurements) for implementing the recommendations made by the ISC in 2009 for making ScoutNet data more readily available and accessible to volunteers.
- ❑ If the feasibility study conducted in the previous bullet is positive, then implement the plan based upon the project plan developed in the feasibility study (may be a multi-year project).

### **2011**

- ❑ Establish a committee to investigate ScoutNet functionality and other technologies and develop a list of recommendations for implementing and/or modifying the data availability technology and business processes instituted in 2010.
- ❑ Depending on the completion of the task in the previous bullet, develop the project plan, timeline and budget for implementing the recommendations of the previous bullet.

### **2012**

- ❑ Begin implementation of the data availability project outlined in 2011.



**Activity/Event Registration and Management**

- Objective:**
- Enable membership to register online for activities and events.
  - Provide the right dates to and from the right people at the right time for the purpose of registering participation and processing payments securely.
- Goal:**
- 90% of all geographic districts using online registration for some events.
- Strategy:**
- Use existing capabilities provided by ScoutNet.
  - Develop additional online registration systems, if necessary.
- Expected Outcomes:**
- Increased customer satisfaction.
  - Fewer unpaid walk-ins to events.
  - Increase efficiencies of managing expenses by having more accurate numbers of participants at events.
- Measurement:**
- Actual number of districts with online registration capabilities.
- Annual Benchmarks:**
- 2009 - 5 Districts using online registration for some events
  - 2010 - 10 Districts using online registration for some events
  - 2011 - 15 Districts using online registration some events
  - 2012 - 90% of all geographic districts using online registration for some events

**Action Plan:****2008**

- ❑ Using a list of ScoutNet functionalities and capabilities, determine if it allows for a standardized online registration method by individual or unit, which verifies the registration of youth and adult participants.
- ❑ Develop a plan for online event registration.

**2009**

- ❑ Begin implementation of online event registration tool designed in the 2008 plan and/or create a business process document to communicate how to modify current business processes to provide the necessary accessibility to data required by stakeholders.

**2010**

- ❑ Conduct a study of the effectiveness of the tool and process changes made in 2009 and make recommendations for modifying the tool and/or business processes.

**2011**

□

**2012**

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# Marketing Task Force



## Mission Statement

**To effectively communicate to the entire community, the many programs of the Sam Houston Area Council to increase the numbers of youth involved in Traditional Scouting, and opportunities to support the Council's efforts.**

## Marketing Task Force

### Task Force Members: **David Grizzle – Chair**

Maria Chiappe  
Manuel Delgado  
Mark Hayden  
Guy Parker  
Matt Ross  
Scott Scheffler  
Jason Volz – Staff Advisor

### Desired Results:

**Audiences:** (1) current Scouts/parents, (2) prospective Scouts/parents, (3) business/community leaders, (4) 3<sup>rd</sup> party funding groups, (5) media, (6) volunteers, (7) opinion shapers

- Increase effectiveness of membership recruiting campaigns. (1-7)
- Increase membership retention. (1,5,6,7)
- 3) Increase awareness, perception, and image though the appropriate media outlets and incorporation of new Council branding. (1-7)
- 4) Promote program consistency and buy-in to National and Council visions through improved internal communications. (1,2,6)
- 5) Increase appeal of Council resources (properties/facilities) by better communicating the opportunities that are available. (Better utilization will be evaluated by the properties committee.) (1,3,4,6,7)
- 6) Attract a more diverse and capable Council/district/unit leadership though improved partnerships with like-minded organizations. (2,3,4,5,7)

## Status of the Council in 2008

### Strengths

- Attractive headquarters with excellent location
- More financial resources for marketing than past years
- Strong brand, strong program
- One organization that REALLY teaches

### Weaknesses

- Inaccurate perception of Scouting by the Hispanic community (i.e. Anglo/wealthy)
- (Boy) Scouting is not cool (poor perception)
- Uniform
- Lack of visibility with those not involved with

leadership, character, morals, values

- Many committed alumni
- Great value
- Strong, committed board members
- High levels of awareness in select geographies and demographics
- New President/Scout Executive
- Program is designed to work for many different young people indifferent of abilities/disabilities, social class, race, gender (Venturing), etc.
- Time-tested
- Safe
- Good training programs offered for many disciplines: merit badges, leader training, etc.
- Passionate volunteers

Scouting program

- Lack of product/program uniformity and quality
- Poor communication and utilization of training programs
- Inconsistent internal communications
- Communication method- National Office→ Local Council→District→Unit→ Scout/Leader→Parent
- Camp properties not appealing because of geography (hot) and poor messaging
- Lack of effective Council website
- Lack of “best practices” district and unit website templates
- Missing “best practices” guide for insignia, websites, trailers, etc.

### **Opportunities**

- Increasing market size -Total Available Youth
- Growing Hispanic market
- Spotty awareness
- Societal trends favoring Scouts (i.e. child obesity)
- “Green” movement
- Growing need for male role models
- Better utilize national office tools
- Better utilize (embrace) technology
  - Product uniformity web sites, emails, trailers, etc.
- Building/reinforcing identity and brand
- Supplement geographic disadvantages of Council properties with better facilities and activities

### **Threats**

- Bad press
- Youth/parents choosing to participate in sports rather than Scouting
- (Selling) an irrelevant program
- Video games
- Outdoor activities are not appealing to youth who are unfamiliar with them - especially Hispanics and urban Scouts
- (Boy) Scouting is not cool
- Other councils’ programs/properties
- Declining enrollment
- Changing political correctness
- Competition with other organizations for financial resources
- Unwillingness to change
- Defensive/reactive marketing strategies/tactics
- Potential economic downturn

## **Perception, Awareness, and Image**

- Objective:**
- Improve the image of Scouting throughout the public and business communities.



- Goal:**
- Enhance Scouting’s appeal and value as deserving of support.
  - To be the premiere Scouting web site in the Boy Scouts of America.
- Strategy:**
- Develop and implement council branding guidelines applicable to all internal and external Council communications.
  - Improve communication between council committees in relation to collateral materials.
  - Designate approved strategic partners with whom to co-promote.
  - Improve product placement of and personal identification with the Scout brand.
  - Make Scouting look cool, show athletes, role models, etc.
  - Promote positive coverage of Scouting in the media.
  - Promote in places/situations of high visibility.
  - Use media to inform public about the benefits and heroes of Scouting.
  - Fully utilize internet resources.
- Expected Outcomes:**
- More favorable perception of Scouting among the general public.
  - Increase in positive mentions of Scouting in media and PR stories.
  - Increase in number of promotional partners for Scouting programs.
  - Increase in number of inquiries about Scouting programs and membership.
  - Progress towards 100% buy-in to the Council brand.
- Measurement:**
- Achievement of annual tactical objectives.
- Annual Benchmarks:**
- Achievement of annual tactical objectives.

**Action Plan:****2008**

- ❑ Establish a Marketing Committee.
- ❑ Participate in 5 key business/community events (Fiestas Patrias, Report to the State, Sporting events, etc).
- ❑ Launch Scouting PSA ad campaign “Scouting builds character” [metric that goes to scope and penetration of campaign].
- ❑ Secure two key media partnerships.
- ❑ Obtain and promote 2 celebrity endorsements of Scouting.
- ❑ Camping department solicits input from marketing department about camp promotion materials.

**2009**

- ❑ Provide field staff with “trade show” type displays to promote Scouting.
- ❑ Schedule semi-annual media/editorial briefings with key area media.
- ❑ Participate in 10 key business/community events (Fiestas Patrias, Report to the State, Sporting events, etc.).

- ❑ Obtain and promote 3 celebrity endorsements of Scouting.
- ❑ Establish partnership with either the Texans, Astros or Rockets.
- ❑ Develop a report to the community and achieve Houston Chronicle coverage.
- ❑ Develop press kits / contacts / photo opportunities for the various news media to send out ahead of activities.
- ❑ Develop and execute a Council-wide community service project (Centennial Celebration).
- ❑ Work in tandem with the Information Technology committee to redesign the council web site to make it an effective portal to all Council activities for scouts and volunteers.
- ❑ Develop a best practices document for unit web sites.
- ❑ Maximize opportunities with on line social networking sites: YouTube, Facebook, etc.
- ❑ Conduct a study on the perceptions of Scouting within our minority populations (as the budget allows).
- ❑ Hire a full time Marketing Director (as the budget allows).

### 2010

- ❑ Promulgate Council branding guidelines applicable to all internal and external Council communication.
- ❑ Establish Marketing Department as responsible for branding integrity.
- ❑ Present to adfed/ad agency/marketing community.
- ❑ Participate in 15 key business/community events (Fiestas Patrias, Report to the State, Sporting events, etc.).
- ❑ Develop marketing DVD to showcase Council camping resources and programs (Utilize Order of the Arrow to produce).

### 2011

- ❑ Participate in 20 key business/community events (Fiestas Patrias, Report to the State, Sporting events, etc.).

### 2012

❑

## Recruitment Campaigns

**Objective:** ➤ Increase the number of families who want to join Scouting during recruiting campaigns.

**Goal:** ➤ Continue to increase the SNJS actual membership by 5% per year.

- Strategy:**
- Be ethnically and linguistically appropriate to the audiences.
  - Use a message that attracts both audiences: parents and kids.
  - Increase awareness, knowledge, and perception broadly to decision influencers (parents, relatives, community and religious leaders).
  - Deliver recruitment message directly in venues where parents of appropriately aged children already gather (schools, churches, etc.).
  - Make it easier to join the Scouting program.
  - Build relationships with more locations/organizations to distribute materials.
  - Increase the number of chartered organizations.
  - Focus on the “benefits” of being a Scout/leader.
  - Include a recruitment component in marketing of all programs (i.e. Scout Fair).

- Expected Outcomes:**
- An increase in the number of Scouts participating in the program and the rate of retention in the program.

- Measurement:**
- August-October Membership report.

- Annual Benchmarks:**
- Achievement of Membership Task Force annual objectives
  - Achievement of annual tactical objectives

**Action Plan:**

**2008**

- ❑ Develop an on-line tool that provides the information necessary for enrollment to a parent: school, pack, unit leader information, etc.
- ❑ Develop and produce a recruiting flyer that promotes the benefits of Scouting and addresses the principal points of resistance to joining Scouting.
- ❑ Contract with Google Ads to utilize web-based ad placements.
- ❑ Develop partner profile and partnering guidelines for district partnering with local businesses.
- ❑ Secure high traffic outdoor ads in 30 strategic locations (as the budget allows).
- ❑ Edit existing video footage to produce 2 more PSAs to run via media partnerships.
- ❑ Build a corresponding “marketing” web site for [www.BuildingStrongValues.org](http://www.BuildingStrongValues.org) in Spanish: [www.ConstruyendoValores.org](http://www.ConstruyendoValores.org).
- ❑ Conduct a study on the perceptions of Scouting within our minority populations

**2009**

- ❑ Kick-off Hispanic public relations initiative to coincide with SNJS.
- ❑ Produce Radio PSAs in Spanish.

- ❑ Develop “Organizational Partnership” kit to attract new chartered organizations and facilitate their launching of units.
- ❑ Create the spring recruiting flyer to serve as an invite to Scout Fair, have in-house by 3/1/09.
- ❑ Secure high traffic outdoor ads in 30 strategic locations (as the budget allows).
- ❑ Edit existing video footage to produce 2 more PSAs to run via media partnerships.

**2010**

- ❑ Film and produce new footage for PSAs (estimated costs \$30,000).
- ❑ Develop and promote ‘Scout ambassadors’ program.
- ❑ Develop Prizm analysis to ID best prospects for units.
- ❑ Map current units and chartering organizations to determine Unit Development Index (realization vs. potential).
- ❑ Develop and produce a Sam Houston Area Council round up flyer to better inform our market.
- ❑ Use the Council Area Profile Plan to prospect and evaluate under-served areas within our council.

**2011**

- ❑

**2012**

- ❑

# Membership Task Force



## Mission Statement

**To support our present chartered partners in the delivery of the Scouting program to an increasing portion of the youth within our Council area, and to develop new partners in all areas of our community that will help assure Scouting reaches a representative portion of young people in our community.**

## Membership Task Force

**Task Force Members:** **Judge Edith H. Jones – Chair**  
 Dr. Allison Cambre  
 Dr. James M. Douglas  
 Bill McKinney  
 Russ Ridgway  
 Debbie Rollinson  
 Robert W. Scharar  
 Dr. Guy Sconzo  
 John McNamee – Staff Advisor  
 George Adams – Staff Advisor

**Desired Results:**

- To provide an outstanding Scouting and Learning for Life programs to as many youth as the Council can for as long as the Council can, realizing the Council has the greatest opportunity to impact young lives by keeping youth actively involved in the program as long as possible.
- To instill a lifelong commitment to Scouting in the youth, families, and volunteer leaders involved in the program.
- To see that both the youth and leaders involved in Scouting reflect the diversity of the community we serve.

## Status of the Council in 2008

### Strengths

- Council financial support for ScoutReach youth and programs
- Over 1,279 Charter Partners providing resources and support (includes all programs of the Boy Scouts of America)
- A tradition of Scouting in many families
- More than 22,600 adult volunteers who bring diverse life skills and experiences to the program
- Depth, quality and relevance of the program
- Well-known tradition and reputation of BSA
- Strong training programs for youth and adults, at both basic and advanced skill levels
- Learning for Life programs can help facilitate

### Weaknesses

- Lack of understanding about the programs we deliver and who is involved, such as:
  1. Girls not in program
  2. Only for the middle class
  3. All programs have uniforms
  4. Learning for Life
- Increasing difficulty accessing area schools
- Council membership procedures could be excluding disadvantaged youth
- Membership and adult leadership do not reflect the increasing diversity of the community
- Distance that parents must travel to attend meetings and activities

- access to school districts
- Learning for Life can help develop relationships with school districts that can lead to traditional membership growth
- Outstanding camping and service center facilities
- Family-oriented program

- Low transition rate of Webelos to Boy Scouts
- Some charter partners do not understand their role in Scouting and the full spectrum of program opportunities available to their youth
- Total cost of program participation can be prohibitive
- Language barriers
- Increasing age of trained, active leaders without as many new, younger leaders joining

### Opportunities

- Address the values benefit to parents who do not realize how Scouting can help their child be successful
- Growth potential in unincorporated areas of the Council
- Plan and promote activities that get families more connected and committed to Scouting
- Increase diversity of staff and membership
- 82.3% of total youth are not involved in Scouting
- Market Scouting's Centennial celebration in the membership arena
- Recruit recent Scouts and experienced volunteers in creative ways to help in challenging areas
- Better marketing of co-ed nature of many programs
- Stress positive adult role models and mentors within a safe environment
- Promotion of faith-based programs to existing and new Charter Partners
- Growth potential of teenage market through corporate and public service Exploring
- Secure opportunities to gain exposure for Scouting in the community
- Promote scholarship opportunities, career opportunities & potential summer youth employment
- Be more aggressive in getting Scouting visible in the community

### Threats

- Increasing number of school districts denying access to Scouting
- Increased competition for members from sports and other values-based programs
- Cost of financial support by the Council to serve ScoutReach youth and programs
- Increasing cost of uniform and programs
- Lack of Charter Partner knowledge & understanding leads to lack of commitment
- Houston's highest density of apartment population in the state (over 50%) leads to a highly mobile community in economically disadvantaged areas
- Changing family structures in our community threaten time available for youth to participate and for adults to serve as leaders:
  - Increase of single-parent households
  - Increase in family size
- Multiple languages and diverse cultures create barriers to participation because of a lack of understanding. We have a cultural base that doesn't understand or perceive Scouting as delivering the same values they care about for their communities and for their children.
- Lack of parental involvement affects involvement of youth, ultimately affecting retention in program

**Cub Scouting**

- Objective:** ➤ Increase the number of Cub Scouts with an emphasis on underrepresented segments of our community.
- Goal:** ➤ Increase the percent of youth in Cub Scouting from 14.8 % in 2007 to 17.6% in 2013. **(Based on 2007 Total Available Youth)**
- Strategy:**
- Increase Scouting programs by educating potential charter partners of the “Aims and Methods” and goals of Cub Scouting.
  - Use existing resources and attract new resources to better serve Cub Scouts in the Council.
  - Retain and recruit new Cub Scouts through new unit organization, retention, spring rallies and School Night to Join Scouting.
- Expected Outcomes:**
- Influence boys’ character development and spiritual growth.
  - Develop good habits and attitudes of good citizenship.
  - Improve understanding within the family.
  - Encourage good sportsmanship and pride in growing strong in mind and body.
  - Strengthen boys’ ability to get along with others.
  - Foster a sense of personal development by developing new interests and skills.
- Measurement:** ➤ Centennial Quality Commitment Chart
- Annual Benchmarks:**
- 2008 - Cub Scout membership totals 31,200
  - 2009 - Cub Scout membership totals 32,130
  - 2010 - Cub Scout membership totals 33,100
  - 2011 - Cub Scout membership totals 34,090
  - 2012 - Cub Scout membership totals 35,110

(Based on 3% growth starting from 2007 Cub Scout membership of 30,288)

**Action Plan:****2008**

- ❑ Create a task force of volunteers and staff to develop new or improve existing Cub Scout recruiting methods and have an implementation time-line for delivery.
- ❑ Develop a *Save a Scout* plan for all recently departed parents and youth from our program.
- ❑ Develop methods and time-line to use Scouting’s Centennial Celebration in recruiting.
- ❑ Identify Cub Scout Packs to participate in the Boy Scouts of America



*Fast Track Advancement Program for Packs* and launch program.

- ❑ Create an exciting district volunteer venue for Cub Scout recruitment by the Council working with the Houston Texans.
- ❑ Identify districts that have the capability to secure phone list of youth from school districts and then implement a “Call Blast” program for them to be called and invited to join.
- ❑ Develop and launch a new Hispanic Initiative.
- ❑ Evaluate current Cub Scout new unit kits and produce 200 new unit kits.

**2009**

- ❑ Implement new recruitment methods time-line developed by the volunteer and professional task force.
- ❑ Conduct meetings and build relationships with identified Hispanic Organizations and Associations.
- ❑ Conduct impact luncheon to promote Scouting within the Hispanic community.
- ❑ Create a staff task force to review YMCA program delivery and rewrite program delivery manuals.
- ❑ In each district, identify which schools do not currently have a Pack and then target for new Pack organization.
- ❑ Implement the *Save a Scout* plan.
- ❑ Evaluate and make necessary adjusts to increase pack participation in the *Fast Track Advancement Program for Packs*

**2010**

- ❑ Develop and Implement a May Tiger Cub Recruiting Plan.

**2011**

- ❑

**2012**

- ❑

**Boy Scouting**

**Objective:** ➤ Increase the number of Boy Scouts with an emphasis on underrepresented segments of our community.

**Goal:** ➤ Increase the percent of youth in Boy Scouting from 13.1 % in 2007 to 15.7% in 2013. (Based on 2007 Total Available Youth)

- Strategy:**
- Use existing resources and attract new resources to better serve Boy Scouts in the Council.
  - Retain and recruit new Boy Scouts through new unit organization, retention, spring recruitment and Webelos to Scout transition.
  - Target five different groups for specific recruitment:
    - African Americans
    - Hispanic Americans
    - Asian Americans
    - Parents who are Gen Xers (born 1965 – 1976)
    - Youth and parents who are Millennials (born 1977 – 1994)

- Expected Outcomes:**
- Influence boys' character development and spiritual growth.
  - Develop good habits and attitudes of good citizenship.
  - Improve understanding within the family.
  - Encourage good sportsmanship and pride in growing strong in mind and body.
  - Strengthen boys' ability to get along with others.
  - Foster a sense of personal development by developing new interests and skills.

- Measurement:**
- Centennial Quality Commitment Chart

- Annual Benchmarks:**
- 2008 - Boy Scout membership totals 16,421
  - 2009 - Boy Scout membership totals 16,914
  - 2010 - Boy Scout membership totals 17,421
  - 2011 - Boy Scout membership totals 17,944
  - 2012 - Boy Scout membership totals 18,482

(Based on 3% growth starting from 2007 Boy Scout membership of 15,943)

**Action Plan:**

**2008**

- ❑ Create a task force of volunteers and staff to develop new or improve existing Boy Scout recruiting methods and have an implementation time-line for delivery.
- ❑ Using *MyBSA*, provide information to district Membership Committee Chair and Troops on the Webelos Scouts that are eligible to transition to Boy Scouts.
- ❑ Identify and develop a list of material available for recruiting Hispanic youth.
- ❑ Evaluate the *Webelos to Scout Transition Program* and make adjustments based on the findings.

- ❑ Evaluate current Troop new unit kits and produce 150 new unit kits.

**2009**

- ❑ Implement new recruitment methods time-line developed by the volunteer and professional task force.
- ❑ Develop a plan to organize Boy Scout troops in faith based chartering organizations.
- ❑ Develop a list of chartering organizations that charter Cub Scout packs but not Boy Scout troops.
- ❑ Develop a plan to capture existing Learning for Life relationships and use them to extend to traditional Boy Scout programs.
- ❑ Host a “Bishops dinner” for faith-based communities to expose clergy to how Scouting can address needs of youth in their parishes.
- ❑ Implement *Webelos to Scout Transition* recommendations.

**2010**

- ❑

**2011**

- ❑

**2012**

- ❑

**Venturing**

- Objective:** ➤ Increase the number of coeducation youth served with an emphasis on Venturing for teens.
- Goal:** ➤ Increase the percent of youth in Venturing from 1.43 % in 2007 to 1.71% in 2013. (Based on 2007 Total Available Youth)
- Strategy:**
- Chartered partners will be encouraged to utilize the “Full Scouting Family” concept. (Charter a Pack, Troop and Crew).
  - Use existing resources and attract new resources to better serve Ventures in the Council.
  - Retain and recruit new Ventures through new unit organization and retention.
  - Create exciting Council Venturing programs that help units to recruit new youth.

- Expected Outcomes:**
- To develop young men and women who are 14 (and have completed the eighth grade) through 20 years of age, by providing positive experiences to help young people mature and to prepare them to become responsible and caring adults.
  - Young adults involved in Venturing will:
    - Learn to make ethical choices over their lifetimes by instilling the values in the Venturing Oath and Code.
    - Experience a program that is fun and full of challenge and adventure.
    - Become a skilled training and program resource for Cub Scouts, Boy Scouts, and other groups.
    - Acquire skills in the areas of high adventure, sports, arts and hobbies, religious life, or Sea Scouting.
    - Experience positive leadership from adult and youth leaders and be given opportunities to take on leadership roles.
    - Have a chance to learn and grow in a supportive, caring, and fun environment.

- Measurement:** ➤ Centennial Quality Commitment Chart.

- Annual Benchmarks:**
- 2008 - Venturing membership totals 3,460
  - 2009 - Venturing membership totals 3,564
  - 2010 - Venturing membership totals 3,670
  - 2011 - Venturing membership totals 3,781
  - 2012 - Venturing membership totals 3,894

(Based on 3% growth starting from 2007 Venturing membership of 3,359)

**Action Plan:**

**2008**

- ❑ Research other metro Councils and determine best methods for recruiting and develop a time-line for implementation.
- ❑ Recruit new volunteer leadership for the Council Venturing Committee.
- ❑ Review staff advisor position to the Council Venturing Committee and determine who is assigned.
- ❑ Establish Council Venturing Committee monthly meeting dates and begins meeting.
- ❑ Identify volunteers that can effectively deliver quality Council Venturing activities.
- ❑ Council Venturing staff advisor to work with Council Venturing Committee to develop an activities time-line.
- ❑ Evaluate current Venture new unit kits and produce 100 new unit kits.

**2009**

- ❑ Implement best methods time-line of recruiting.
- ❑ Implement time-line of identified Council Venturing activities.

- ❑ Identify chartering organizations that currently charter Cub Scout packs and Boy Scout troops but do not charter Venturing Crews.
- ❑ Develop methods for Venturing Roundtable and activities at the divisional level.
- ❑ Identify service clubs within the schools as potential new Venturing crew prospects.
- ❑ Create a list of companies that have employees who could volunteer their time to serve as leaders in the Venturing program.

**2010**

- ❑ Conduct division level Venturing Roundtables.

**2011**

- ❑

**2012**

- ❑

**Urban Scouting (Scoutreach)**

(Units lead by Paraprofessionals)

**Objective:** ➤ Improve the quality of the Urban Scouting/Scoutreach Scouting program.

**Goal:**

- 60% of Scouts advance at least 1 rank.
- 60% of Scouts have an outdoor experience.
- 100% of Scouts have a handbook.
- 100% of Scouts have a Scout shirt.
- 50% of units participate in the Lemonade Day program.

**Strategy:**

- Develop techniques for targeting at-risk youth and families.
- Enhance the program experience of at-risk youth.
- Increase the number of volunteers working directly with Scoutreach units.
- Structure the Council's staff to have all Urban Scouting/Scoutreach units in one division.

**Expected Outcomes:**

- Scouts learn to live by the Scout Oath and Scout Promise.
- A notable positive attitude from the influence on character development of the participants.
- Recognizable good habits and attitudes of good citizenship.
- Improved functionality and good social understanding within the family

unit.

- Demonstrations of good sportsmanship and pride in growing strong in mind and body.
- Strength in social ability to get along well with others.
- Mastery of personal growth and development reflected when embracing new interests and skills.

**Measurement:** ➤ Actual percentages of Scouts who advance, have an outdoor experience, have a handbook, and have a Scout shirt and units that participate in Lemonade Day activity.

**Annual Benchmarks:**

- 2008 - 20% of Scouts advance at least 1 rank
- 2009 - 30% of Scouts advance at least 1 rank
- 2010 - 40% of Scouts advance at least 1 rank
- 2011 - 50% of Scouts advance at least 1 rank
- 2012 - 60% of Scouts advance at least 1 rank

  

- 2008 - 15% of Scouts have an outdoor experience
- 2009 - 20% of Scouts have an outdoor experience
- 2010 - 30% of Scouts have an outdoor experience
- 2011 - 45% of Scouts have an outdoor experience
- 2012 - 60% of Scouts have an outdoor experience

  

- 2008 - 10% of Scouts have a handbook
- 2009 - 30% of Scouts have a handbook
- 2010 - 60% of Scouts have a handbook
- 2011 - 90% of Scouts have a handbook
- 2012 - 100% of Scouts have a handbook

  

- 2008 - 10% of Scouts have a Scout shirt
- 2009 - 70% of Scouts have a Scout shirt
- 2010 - 80% of Scouts have a Scout shirt
- 2011 - 90% of Scouts have a Scout shirt
- 2012 - 100% of Scouts have a Scout shirt

  

- 2008 - 10% of units participate in the Lemonade Day program
- 2009 - 20% of units participate in the Lemonade Day program
- 2010 - 30% of units participate in the Lemonade Day program
- 2011 - 40% of units participate in the Lemonade Day program
- 2012 - 50% of units participate in the Lemonade Day program

**Action Plan:** **2008**

- ❑ Organize an Urban Scouting/Scoutreach task force to develop ways to continue the improvements of the Urban Scouting/Scoutreach programs.
- ❑ Develop a plan to provide two-deep leadership for all Urban

Scouting/Scoutreach units.

- ❑ Board members visit units to gain firsthand knowledge of the program.
- ❑ Develop a training program to ensure consistency of the Urban Scouting/Scoutreach programs.
- ❑ Train paraprofessional staff in the use of den leader kits.
- ❑ Recruit a volunteer unit committee for 50% of the Scoutreach units.
- ❑ Train Paraprofessional in the procedures of field receipts.
- ❑ Restructure Council staff organization to have all Urban Scouting/Scoutreach units in one division.
- ❑ Develop a plan to find and replace charter partners for Scouting/Scoutreach units that are currently chartered by the Knights of Columbus.

**2009**

- ❑ Develop an Adopt-A-Unit program to support Urban Scouting/Scoutreach programs
- ❑ Implement program improvement plan developed by the Urban Scouting/Scoutreach task force in 2008.

**2010**

- ❑

**2011**

- ❑

**2012**

- ❑

**Learning for Life**

Builders (7<sup>th</sup> / 8<sup>th</sup>) & Navigators (9<sup>th</sup>-12<sup>th</sup>)

- Objective:**
- Increase the number of participating organizations providing funding for the Builder/Navigators character education programs.
  - Increase the impact on the youth participants in the program.

- Goal:**
- 80% of the participating organizations provide financial support for the Learning for Life program.
  - 80% of the Learning for Life groups are self-funded.

- Strategy:**
- Require schools to be self-funded.
  - Focus on the impact made on youth in the program rather than the number of participants in the program.
  - Use measurements to determine the effectiveness of the program.
- Expected Outcomes:**
- Number of youth served will decrease but impact on youth participants will increase.
  - Reduction in the financial cost of the program to the Council.
  - Help improve classroom behavior.
  - Youth improve personal responsibility.
  - Youth develop self-esteem.
  - Youth respect for diverse backgrounds.
  - Youth learn concepts of laws and justice.
  - Help to decrease youth drop-out rate from school.
- Measurement:**
- Ninety percent of all Learning for Life Builders/Navigators Groups will earn the National Distinguished Learning for Life Award.
  - Eighty percent of Learning for Life Builders/Navigators Groups will become self-funded.
- Annual Benchmarks:**
- 2008 - 70% of the Groups earn the National Distinguished LFL Award
  - 2009 - 75% of the Groups earn the National Distinguished LFL Award
  - 2010 - 80% of the Groups earn the National Distinguished LFL Award
  - 2011 - 85% of the Groups earn the National Distinguished LFL Award
  - 2012 - 90% of the Groups earn the National Distinguished LFL Award
  
  - 2008 - 50% of the LFL Groups are self-funded
  - 2009 - 60% of the LFL Groups are self-funded
  - 2010 - 70% of the LFL Groups are self-funded
  - 2011 - 75% of the LFL Groups are self-funded
  - 2012 - 80% of the LFL Groups are self-funded

**Action Plan:****2008**

- ❑ Create a Vice-Chairman of Learning for Life to serve on the Council's Executive Committee.
- ❑ Establish and recruit a new district chairman position to serve as the lead volunteer for the Builders program.
- ❑ Establish and recruit a new district chairman position to serve as the lead volunteer for the Navigators program.
- ❑ Organize a Key 5 District Committee for the Builders and Navigators programs.
- ❑ Conduct three monthly Key 5 District Leader's meetings.
- ❑ Implement new needs assessment survey for teachers.



- ❑ Organize basic and supplemental training for lead teachers.
- ❑ Develop an annual program and activity calendar for each group.
- ❑ Implement new teacher orientation for all registered teachers and staff.
- ❑ Contact school decision makers requesting funding for the Learning for Life program. Secure \$30,000 to supplement the cost of the Builder/Navigators programs.

**2009**

- ❑ Conduct three quarterly Council key leader’s meetings for Learning for Life volunteers (September, December, and March).
- ❑ Conduct annual Learning for Life evaluation with principal or school administrator by May 31, 2009.

**2010**

- ❑

**2011**

- ❑

**2012**

- ❑

**LFL Champions**

- Objective:**
- Increase the number of participating schools providing funding for the Champions program.
  - Increase the impact the program has on the participants.
- Goal:**
- 80% of the participating organizations provide financial support for the Learning for Life program.
  - 80% of units earn the Champions *Transition Award*.
- Strategy:**
- Require schools to be self-funded.
  - Focus on the impact made on youth in the program rather than the number of participants in the program.
  - Use measurements to determine the effectiveness of the program.
- Expected Outcomes:**
- Number of youth served will decrease but impact on youth participants will increase.
  - Reduction in the financial cost of the program to the Council.
  - Youth become more self sufficient.

**Measurement:** ➤ Actual percentage of units that earn the Champions *Transition Award* and are self-funded.

**Annual Benchmarks:**

- 2008 – 70% of units earn the Champions *Transition Award*
- 2009 – 75% of units earn the Champions *Transition Award*
- 2010 – 80% of units earn the Champions *Transition Award*
- 2011 – 85% of units earn the Champions *Transition Award*
- 2012 – 90% of units earn the Champions *Transition Award*

- 2008 - 50% of the LFL Groups are self- funded
- 2009 - 60% of the LFL Groups are self- funded
- 2010 - 65% of the LFL Groups are self- funded
- 2011 - 70% of the LFL Groups are self- funded
- 2012 - 80% of the LFL Groups are self- funded

**Action Plan:**

**2008**

- ❑ Transfer the registration of all Special Needs youth from traditional Scouting to LFL Champions.
- ❑ Recruit a District Chairman to serve as the lead volunteer for the Champions Division.
- ❑ Organize a Key 5 District Committee.
- ❑ Conduct three monthly Key 5 District Leader’s meetings by December 31, 2008 (September, October, and December).
- ❑ Conduct a new needs assessment survey for Advisors.
- ❑ Conduct basic and supplemental training for Volunteers.
- ❑ Develop an annual program and activity calendar for each Unit.
- ❑ Target charter partners that have special needs youth who are under 21 years of age.

**2009**

- ❑

**2010**

- ❑

**2011**

- ❑

**2012**

- ❑

Exploring

- Objective:**
- Develop a new district that organizes worksite based Exploring programs.
  - Increase the number of participating organizations providing funding for the Exploring – Public Service posts.
- Goal:**
- 70% of Post earn the Exploring *Excellence Award*.
  - 95% of Post are self-funded.
  - 50 worksite based Exploring posts.
- Strategy:**
- Eliminate the Exploring school based programs and develop new work-site based programs.
  - Require schools that have Exploring public service posts to be self-funded.
  - Educate Sam Houston Area Council Board of Directors members of the worksite based Exploring program.
  - Inform corporations of the benefits to them that Exploring provides by helping to produce knowledgeable and quality future employees.
- Expected Outcomes:**
- Number of youth served will decrease but impact on youth participants will increase.
  - Reduce the financial cost of the program to the Council.
  - Youth participants will have practical knowledge and experience in a career field in which they have an interest.
- Measurement:**
- Youth participants will have greater respect for diverse backgrounds.
  - Actual percentage of Posts that earn the National Exploring Excellence Award and are self-funded.
  - Organize 50 self-funding Career based Exploring Post.
- Annual Benchmarks:**
- 2008 - 40% of Posts earn the Exploring *Excellence Award*
  - 2009 - 50% of Posts earn the Exploring *Excellence Award*
  - 2010 - 60% of Posts earn the Exploring *Excellence Award*
  - 2011 - 65% of Posts earn the Exploring *Excellence Award*
  - 2012 - 70% of Posts earn the Exploring *Excellence Award*
- 2008 - 60% of Posts are self-funded
  - 2009 - 70% of Posts are self-funded
  - 2010 - 80% of Posts are self-funded
  - 2011 - 90% of Posts are self-funded
  - 2012 - 95% of Posts are self-funded
- 2008 – Have a total of 6 worksite based Exploring posts.
  - 2009 – Have a total of 22 worksite based Exploring posts.

- 2010 – Have a total of 30 worksite based Exploring posts.
- 2011 – Have a total of 40 worksite based Exploring posts.
- 2012 – Have a total of 50 worksite based Exploring posts.

**Action Plan:****2008**

- ❑ Recruit a District Chairman to serve as the lead volunteer for the new Exploring – Public Service District.
- ❑ Organize a Key 5 District Committee for the new Exploring – Public Service District.
- ❑ Develop a Service Team for the Exploring – Public Service Team District.
- ❑ Recruit a District Chairman to serve as the lead volunteer for the new Exploring Worksite Based District.
- ❑ Organize a Key 5 District Committee for the Exploring Worksite Based District.
- ❑ Conduct three monthly Key 5 District Leader’s meetings by December 31, 2008 (September, October, and December).
- ❑ Develop a Service Team for the Exploring Worksite Based District.
- ❑ Develop marketing sales materials for Exploring.
- ❑ Conduct a new needs assessment survey for Advisors.
- ❑ Conduct basic and supplemental training for Advisors.
- ❑ Develop an annual program and activity calendar for each post.

**2009**

- ❑ Conduct a School System Superintendants’ Luncheon to explain the benefits of the program and establish a method for conducting student interest surveys.
- ❑ Conduct an Impact Sales luncheon for worksite based Exploring.
- ❑ Conduct a Program Preview Conference for Exploring post advisors.
- ❑ Plan and launch a new Exploring council activity such as *Houston After Dark*.

**2010**

- ❑ Conduct an Impact Sales luncheon for worksite based Exploring.

**2011**

- ❑ Conduct an Impact Sales luncheon for worksite based Exploring.

**2012**

- ❑ Conduct an Impact Sales luncheon for worksite based Exploring.

# People Task Force



## Mission Statement

**Increase people power by recruiting, training, and retaining quality volunteers and staff who reflect the diversity of our population and who are dedicated to ensuring that our charter partners and Council attain Scouting's their goals.**

## People Task Force

**Task Force Members:** **David Jones - Chair**  
Jose Ampudia  
Allen Brown  
David Harris  
Beth Kasper  
Douglas MacLean  
Stan Stanley  
Frank Stephens  
Jim Bare – Staff Advisor

**Desired Results:**

- Our Board of Directors is diverse, influential in their communities, active, and committed to Scouting and their fundraising responsibilities.
- To have sufficient professionals on staff that are competent, diverse, and trained so they can effectively support our volunteers.
- To have a sufficient number of volunteers at all levels that are well trained, tenured, dedicated to what they are doing, and supported by the staff and executive board.

## Status of the Council in 2008

### Strengths

- Diverse and positively motivated staff that believe in the mission of Scouting.
- Experienced leadership in many units.
- The Board is composed of senior executives of successful companies.
- Council name and reputation.
- District leadership is competent and dedicated.
- Positive relation between volunteers and staff.
- Effective council level training programs.
- Effective unit level training.
- Strong financial basis with growing endowment.
- Over 21,000 registered adult volunteers

### Weaknesses

- The large size of some districts negatively affects service to the chartered partners and units within the district.
- The percentage of total leaders trained is unsatisfactory at the unit level.
- Insufficient volunteers at the district level.
- Clerical staff is under-staffed to meet the needs of the Council.
- There are so many conflicting demands on field staff that they can be overwhelmed.
- The level of training received by new staff members at the council level is not sufficient.
- Insufficient diversity, including gender, at the board level.

- Commitment to an ethnically diverse membership base representative of the communities served.
- Great camp operations at staffed facilities.
- Thousands of alumni.
- The Board is too large at times to coordinate.
- Inadequate volunteer participation in fundraising activities.
- Lack of technology support for unit serving executives such as a Blackberry.

### Opportunities

- Recruit school board members/community leaders in areas of high membership growth for Board membership and district leadership.
- Make more training available online.
- Increase the council's base of financial supporters.
- Incorporate current portable technology to improve communication and productivity of staff.
- Continued growth in diversity within the staff, including culture, gender, and life experience.
- Increase the number of minority executives and community leaders involved as volunteers in Scouting.
- Increase starting salaries to be competitive in our market.
- Clearly articulate to Board members the expectations as to leadership, recruiting, and financial support of the Council.
- Strengthen Board on the 30 – 50 year old group.

### Threats

- Our children's multifaceted schedules put constraints on parents' available time.
- Parents and kids choosing programs such as sports over Scouting.
- GenX parents are not as willing to volunteer for Scouting as they do for sports as previous generations of parents.
- Restricted access to schools and other potential chartered partners for recruiting.
- Adding workers to address the issue of shrinking membership instead of updating the product and marketing thereof.
- Potential for divisive issues splitting the board.
- The negative viewpoint towards Scouting due to national issues.

## Board of Directors

- Objective:**
- Recruit an effective Board of Directors that reflects the diversity of the geographic area served by the Council, have them active in the decision-making for the Council, and engaged in the implementation of Council plans.
  - Diversify the composition of the Board of Directors focusing on their ability to give or raise a minimum of \$10,000 per year.

- Goal:** ➤ Increase to 100% the number of Board members who contribute financially or raise funds at least at the minimum expected level.
- Strategy:** ➤ Develop a campaign using the Council Nominating Committee, to identify and recruit an effective and diverse Board of Directors and to evaluate the proficiency of its members annually.
- Expected Outcomes:** ➤ Through increased participation by minority Board members, the Council will more effectively communicate the goals and objectives of Scouting to the entire community thus increasing the participation of both minority families and their youth in Scouting.
- Measurement:** ➤ The actual percentage of Board of Directors members that contribute financially or raise funds at least at the minimum expected level.
- Annual Benchmarks:**
- 2008 – 85% of Board members contribute financially or raise funds at least at the minimum expected level
  - 2009 – 88% of Board members contribute financially or raise funds at least at the minimum expected level
  - 2010 – 90% of Board members contribute financially or raise funds at least at the minimum expected level
  - 2011 - 95% of Board members contribute financially or raise funds at least at the minimum expected level
  - 2012 - 100% of Board members contribute financially or raise funds at least at the minimum expected level

**Action Plan:****2008**

- ❑ Conduct a study to determine the optimum size of the Board of Directors to coordinate its activities.
- ❑ Restructure the Executive Committee to meet the current needs of the Council.
- ❑ Develop a new Vice Chair – Learning for Life position on the Executive Committee.
- ❑ Develop a new Governance Committee on the Executive Committee.
- ❑ Redevelop the Relationships Committee.
- ❑ Develop a new Hispanic Scouting Initiative Committee.
- ❑ Develop a new African-American Committee on Scouting.
- ❑ Update or write job descriptions for all board officers and committee chair positions.
- ❑ Establish a divisional leadership task force to study the role of the divisions within the council leadership structure.

**2009**



- ❑ Begin conducting CEO Cultivation/Orientation Luncheons targeting the top 50 CEOs in the Council.
- ❑ Develop a new Asian Committee on Scouting.
- ❑ Implement the recommendations of the divisional leadership task force.
- ❑ Study how to and develop a plan to redevelop the Relationship Committee at both the Board and district level in order to expand the Council's relationship with our various organizations.

**2010**

- ❑ Review and evaluate the role of the divisions within the Council leadership structure.

**2011**

- ❑

**2012**

- ❑

**District Volunteers**

- Objective:**
- Increase the effectiveness and total number of trained district volunteers.
  - To attract sufficient district volunteers to reach or exceed the national standard for the average number of committee members per district.
- Goal:**
- To increase the average number of committee members per district from 17.3 to 26.
- Strategy:**
- Realign large districts that have multiple unit serving executives to make the district size more manageable for volunteer leaders, to provide more volunteer leadership opportunities, and to become more effective and efficient with volunteer resources.
  - Develop and implement a system for identifying prospective district leadership and commissioners from both units and the community at large.
  - Strengthen the District Nominating Committee process to recruit additional district committee members.
  - Develop and implement a system that allows for training of district leadership and commissioners within sixty days of their recruitment.

- Expected Outcomes:**
- Sufficient district volunteers who cannot only implement an effective Scouting program at the local level, but who are well-respected individuals in their own communities.
  - That the retention of both adult volunteers and youth at the unit level will increase.

- Measurement:**
- The actual average number of district committee members per district on the annual Centennial Quality Commitment Index.

- Annual Benchmarks:**
- 2008 – 19 average number of district committee members per district
  - 2009 - 20 average number of district committee members per district
  - 2010 – 22 average number of district committee members per district
  - 2011 - 24 average number of district committee members per district
  - 2012 - 26 average number of district committee members per district

**Action Plan:****2008**

- ❑ Realign the Rising Star District.
- ❑ Develop a plan for the realignment of the Tomahawk and Polaris and districts.
- ❑ Develop a system for identifying and recruiting potential new district and commissioner leadership.
- ❑ Develop a system for indentifying and recruiting commissioners to serve ScoutReach units.
- ❑ Revise the syllabus for the Key Leaders Conference in order to focus on the training needs of the district volunteers.
- ❑ Revise the syllabus for the Council Coordinated Meeting to better focus on the training needs of the district volunteers.
- ❑ Revise the syllabus for the Nominating Committee Chairman Training to better focus on the identification of prospective district leadership.

**2009**

- ❑ Realign the Tomahawk District.
- ❑ Realign the Polaris District.
- ❑ Complete a study to determine the timing regarding a realignment of the Tomahawk and Golden Arrow Districts.
- ❑ Implement the system for identifying and recruiting potential district leadership developed in 2008.

- ❑ Study and implement the system for training commissioners in best methods and practices for successful recruitment.
- ❑ Implement the plan for recruiting new commissioners to achieve a ratio of 1 commissioner per 2.8 units.
- ❑ Develop a process to improve the effectiveness of the annual district Program Preview Conferences to serve units.
- ❑ Develop a process for conducting District Key Leaders goal-setting conferences in the district.
- ❑ Develop a three-year plan to help support and train districts in methods of retaining district and unit level volunteers.
- ❑ Develop an Adopt-A-Unit program to provide additional support for the outreach programs of the Council.

### **2010**

- ❑ Implement the processes to improve the effectiveness of the Program Preview conferences at the district level.
- ❑ Implement the Key Leaders goal setting conferences in each district.
- ❑ Involve the divisional key leadership in assisting the districts in establishing unit service objectives.
- ❑ Develop a process for strengthening the various functional committees of the districts to better serve our units.
- ❑ Initiate year one of the three-year plan to help support and train districts in methods of retaining district and unit level volunteers.

### **2011**

- ❑ Implement the process for strengthening the various functional committees of the districts to increase service to units.
- ❑ Implement the strategies developed to strengthen the relationship committees at the district level by June 30, 2011.
- ❑ Initiate year two of the three-year plan to help support and train districts in methods of retaining district and unit level volunteers.

### **2012**

- ❑ Initiate year three of the three-year plan to help support and train districts in methods of retaining district and unit level volunteers.

### **Staff**

- Objective:**
- Recruit and retain a sufficient, competent, and diverse staff.
  - To attract and keep quality staff by rewarding those who produce desired results.

- Goal:**
- 95% of the staff, including clericals and rangers, earn an expected performance rating or above on their annual staff performance reviews and critical achievement assessments reported to the Salary Review Committee.
- Strategy:**
- Train and implement all BSA personnel systems and policies.
  - Carefully select only the best candidates as new hires for professional and clerical positions.
  - Provide competitive pay and incentives to attract and retain an outstanding and energetic staff.
  - Communicate expectations to the staff, train them in their responsibilities, and reward those who produce desired results.
- Expected Outcomes:**
- Increase staff production.
  - Increase volunteer production.
  - Increase professional staff career opportunities.
- Measurement:**
- Annual performance reviews
- Annual Benchmarks:**
- 2008 - 85% of the total staff earns an expected or better annual review.
  - 2009 - 85% of the total staff earns an expected or better annual review.
  - 2010 - 85% of the total staff earns an expected or better annual review.
  - 2011 - 90% of the total staff earns an expected or better annual review.
  - 2012 - 95% of the total staff earns an expected or better annual review.
- Action Plan:**
- 2008**
- ❑ Conduct a training session for field staff on the new BSA Compensation Program and the Performance and Development System (PDS).
  - ❑ Develop and implement new incentive and recognition programs for the field staff.
  - ❑ Study the possibility of adding a part-time accounting clerk and/or outsource some accounting functions.
  - ❑ Update job descriptions and business procedures for all clerical staff positions.
  - ❑ Study and consider revising the salary ranges for all clerical positions.
  - ❑ Restructure field staff to improve efficiency and effectiveness of servicing traditional Scouting and Learning for Life.

- ❑ Study and make adjustments as necessary for how best to organize the clerical staff.
- ❑ Evaluate and take the necessary steps to enhance the Council's employee transportation plan.
- ❑ Undertake a comprehensive review of staff position classifications and adjust as needed.
- ❑ Rewrite both the professional and clerical staff handbooks to bring them current to the national standards.

**2009**

- ❑ Implement the new BSA Compensation Program and the Performance and Development System (PDS).
- ❑ Study the need to add additional mid-managers (field directors) to support the district realignment process.
- ❑ Conduct a seminar regarding cultural diversity for the field staff.
- ❑ Identify and implement a method to recruit qualified candidates for professional and clerical service.
- ❑ Develop a comprehensive local training program for new professional and clerical staff.
- ❑ Incorporate segments into professional and clerical staff meetings regarding communications, dress in the workplace, customer service, etc. using local resources.
- ❑ Begin securing Blackberry's for all field staff positions.

**2010**

- ❑ Add additional mid-managers (field directors) as recommended by the study task force.
- ❑ Consider adding additional unit serving professional staff and clerical positions to accomplish the goals and objectives of the district realignment task force.
- ❑ Develop a strategy to train field directors in the best practices for working with divisional leadership.

**2011**

- ❑ Conduct a "Preventing Harassment" training course with all staff members.

**2012**

- ❑

# Program Task Force



## Mission Statement

**To provide quality, relevant programs to a greater number of youth and sponsoring organizations throughout the Sam Houston Area Council, in accordance with the aims and methods of the Boy Scouts of America.**

## **Program Task Force**

**Task Force  
Members:**

**Stan Stanley – Chair**  
 Armando Aguirre  
 Jose Ampudia  
 Suzanne Becker  
 Rich Bowman  
 Diane Cannon  
 Dennis Cornwell  
 Ed Herrera  
 Jerry Fochtman  
 Tom Krouskop  
 Bill McKinney  
 Dave Moyer  
 Mike Sheets – Staff Advisor

**Desired  
Results:**

- To provide safe, age, and gender appropriate programs and activities, which reflect the values of Scouting for our youth, and meets the needs of the diverse membership and population (available youth).
- To provide program opportunities for youth to advance and adults to be recognized.
- To manage responsibly the program resources and funds available.
- To continue to provide for and support opportunities for leadership growth for youth and adults while encouraging accountability by all.
- To offer a process to review and evaluate our performance against national and council program standards.
- Be cognizant of available time, geographical distances, and other family, school, and church events and re-evaluate our current system for delivering program opportunities.

## **Status of the Council in 2008**

### **Strengths**

- Volunteer and professional staff reputation and experience.
- Healthy relationships with the United Way, American Red Cross, and other community-

### **Weaknesses**

- The size of the council and districts in terms of membership and geography.
- Communication channels are complicated due to organizational and size structures.

- based organizations.
- Available opportunities for leadership growth.
- Available resources in all programs.
  - Human
  - Facilities
- Accountability process for advancement and training.
- Quality and timeliness of communication structure.
- Our strategic approach to information management and technology.

### Opportunities

- Identify and communicate with community and corporate organizations to partner in program opportunities.
- Communicate the positive side of Scouting programs to the general public, organizations, and corporations.
- Increase youth and adult leadership training.
- Communicate ways to better utilize available resources.
- Provide increased support at the unit level through mentoring network.
- Identify, prioritize, and recommend program opportunities for units, districts, and council to meet the Mission Statement and fully utilize our facilities.
- Cross train council support staff, as well as, a corps of volunteers to maintain and update the training and advancement databases.

### Threats

- Transportation time (time and distance) necessary to participate in offered programs.
- Transportation costs necessary to participate in offered programs.
- Competing activities for youth and adult participation decreasing the available time to participate in program opportunities.
- Program costs increases.
- Changing demographics and population.
- Increasing parental fear of youth programs in general.

## Cub Scout Program

- Objective:**
- To strive for the national standard in direct contact leaders trained and to increase the percentage of direct contact leaders trained in their registered position.
  - To exceed the national standard for advancements.
- Goal:**
- Increase direct contact leaders trained from 30.7 to 40.0 (80<sup>th</sup> percentile nationally).
  - Increase advancements per 100 Cub Scouts from 56.5 to 73.0. (75<sup>th</sup> percentile nationally).
- Strategy:**
- Each district schedules and conducts year-round training opportunities for leaders.



- Strengthen pack programming by increasing trained leaders.
- Improve training for district program committee members regarding how to meet the council program expectations.
- Reduce the number of district activities to one per year with the exception of Cub Scout Day camp.
- Participate in the National Council's Cub Scout Fast Track Pilot program.

**Expected Outcomes:**

- Increased family involvement in safe, age-appropriate events resulting in increased youth and adult membership and stronger pack programs.
- Increase retention of youth.

**Measurement:**

- Actual percentage of reported direct contact leaders trained
- Actual advancements per 100 Cub Scouts

**Annual Benchmarks:**

- 2008 – 32.4% direct contact leaders trained
  - 2009 – 34.4% direct contact leaders trained
  - 2010 – 36.4% direct contact leaders trained
  - 2011 – 38.4% direct contact leaders trained
  - 2012 – 40.0% direct contact leaders trained
- 
- 2008 – 60 per 100 Cub Scouts advance
  - 2009 – 62 per 100 Cub Scouts advance
  - 2010 – 66 per 100 Cub Scouts advance
  - 2011 – 70 per 100 Cub Scouts advance
  - 2012 – 73 per 100 Cub Scouts advance

**Action Plan:**

**2008**

- ❑ Conduct council-wide unit inventory of training to update training records for existing leaders and determine who needs training.
- ❑ Identify and develop a list of the direct contact leaders that are reported as not trained.
- ❑ Develop and execute a plan to train the direct contact leaders that are reported as not trained.
- ❑ Conduct an evaluation by the Council Training Committee of the effectiveness of each district's training program.
- ❑ Conduct Trainer Development Seminar at least once a quarter in the council.
- ❑ Offer Cub Scout basic training courses at Akela's Trail and University of Scouting.
- ❑ Coordinate district and council training schedules to provide year-round training opportunities.
- ❑ Develop a plan increase the number of packs that participate in Internet advancement.

- ❑ Identify and secure commitments of packs to participate in the National Council's Cub Scout Fast Track Pilot program.

**2009**

- ❑ Identify the new direct contact leaders, educate them to the benefits of training, and bring training opportunities to them.
- ❑ Evaluate the effectiveness of the National Council's Cub Scout Fast Track Pilot program and develop a plan on how to proceed forward with it.

**2010**

- ❑ Identify the new direct contact leaders, educate them to the benefits of training, and bring training opportunities to them.

**2011**

- ❑ Identify the new direct contact leaders, educate them to the benefits of training, and bring training opportunities to them.

**2012**

- ❑ Identify the new direct contact leaders, educate them to the benefits of training, and bring training opportunities to them.

**Boy Scout Program**

- Objective:**
- To strive for the national standard in direct contact leaders trained and to increase the percentage of direct contact leaders trained in their registered position.
  - Every unit has a year-round outdoor program including resident camping.
  - To exceed the national standard for advancements.
  - Increase the percentage of Boy Scouts reaching the rank of First Class.
  - Continue with a strong youth leadership development program.
  - Youth and adults develop an understanding of the Aims and Methods of Scouting and how they are implemented into program so that each Boy Scout troop and Varsity Scout team be a "boy-run/adult led" unit.
- Goal:**
- Increase direct contact leaders trained from 30.7 to 40.0 (80<sup>th</sup> percentile nationally).
  - Increase advancements per 100 Boy Scouts from 45.3 to 60.0. (85<sup>th</sup> percentile nationally).

- Strategy:**
- Coordinate the schedules to offer year-round training opportunities for leaders.
  - Strengthen troop programming by increasing trained leaders.
  - Improve training for district program committee members regarding how to meet the council program expectations.
  - Schedule, promote, and conduct year-round training opportunities for adults and youth.
- Expected Outcomes:**
- Increased involvement in safe, age-appropriate events resulting in increased youth and adult membership and stronger troop programs.
  - Program impact on youth is deeper.
  - Increase retention of youth.
- Measurement:**
- Actual percentage of reported direct contact leaders trained
  - Actual advancements per 100 Cub Scouts
- Annual Benchmarks:**
- 2008 – 32.4% direct contact leaders trained
  - 2009 – 34.4% direct contact leaders trained
  - 2010 – 36.4% direct contact leaders trained
  - 2011 – 38.4% direct contact leaders trained
  - 2012 – 40.0% direct contact leaders trained
- 2008 – 48 per 100 Boy Scouts advance
  - 2009 – 50 per 100 Boy Scouts advance
  - 2010 – 52 per 100 Boy Scouts advance
  - 2011 – 56 per 100 Boy Scouts advance
  - 2012 – 60 per 100 Boy Scouts advance
- Action Plan:**
- 2008**
- ❑ Conduct council-wide unit inventory of training to update training records for existing leaders and determine who needs training.
  - ❑ Identify and develop a list of the direct contact leaders that are reported as not trained.
  - ❑ Develop and execute a plan to train the direct contact leaders that are reported as not trained.
  - ❑ Conduct an evaluation by the Council Training Committee of the effectiveness of each district's Boy Scout training program.
  - ❑ Coordinate district and council training schedules to provide year-round training opportunities.
  - ❑ Develop a plan to increase the number of troops that participate in

Internet advancement.

- ❑ Conduct Trainer Development Seminar at least once a quarter in the council.
- ❑ Provide Fast Start, NLE and position specific training courses at summer camps each week.
- ❑ Identify 50 newly recruited direct contact leaders, educate them to the benefits of training, and bring training opportunities to them.
- ❑ Develop and distribute a five minute training segment for Roundtables that help leaders understand the power of a Scout becoming a First Class.

### 2009

- ❑ Identify the new direct contact leaders, educate them to the benefits of training, and bring training opportunities to them.

### 2010

- ❑ Identify the new direct contact leaders, educate them to the benefits of training, and bring training opportunities to them.

### 2011

- ❑ Identify the new direct contact leaders, educate them to the benefits of training, and bring training opportunities to them.

### 2012

- ❑ Identify the new direct contact leaders, educate them to the benefits of training, and bring training opportunities to them.

## Venturing Program

- Objective:**
- Help give a clear vision of what the Venturing program is about.
  - Develop a council-wide adult and youth Venturing training program.
  - Increase the percentage of direct contact leaders trained in their registered position.
- Goal:**
- Increase direct contact leaders trained from 30.7 to 40.0 (80<sup>th</sup> percentile nationally).
- Strategy:**
- Train district and unit leadership in Venturing program expectations.
  - Schedule, promote, and conduct year-round training opportunities for adults and youth.

**Expected Outcomes:**

- Increased involvement in safe, age-appropriate programs resulting in increased youth and adult membership and stringer crew programs.
- Increased number of direct contact leaders trained in their registered position.

**Measurement:** ➤ Actual percentage of reported direct contact leaders trained

**Annual Benchmarks:**

- 2008 – 32.4% direct contact leaders trained
- 2009 – 34.4% direct contact leaders trained
- 2010 – 36.4% direct contact leaders trained
- 2011 – 38.4% direct contact leaders trained
- 2012 – 40.0% direct contact leaders trained

**Action Plan:****2008**

- ❑ Conduct council-wide unit inventory of training to update training records for existing leaders and determine who needs training.
- ❑ Identify and develop a list of the direct contact leaders that are reported as not trained.
- ❑ Develop and execute a plan to train the direct contact leaders that are reported as not trained.
- ❑ Conduct Trainer Development Seminar at least once a quarter in the council.
- ❑ Coordinate district and council training schedules to provide year-round training opportunities.
- ❑ Develop a strategy to increase the number of Venturing youth receiving the Bronze Award.
- ❑ Develop a strategy to increase the number of crews and ships reaching Centennial Quality status each year.
- ❑ Conduct a study to determine best practices of other metro councils in how to provide proper number and type of district and council Venturing activities
- ❑ Develop and promote an LDS Venturing orientation to raise awareness of the program's benefits and related training opportunities.
- ❑ Promote the benefits of Venturing Roundtable in each District.

**2009**

- ❑ Identify the new direct contact leaders, educate them to the benefits of training, and bring training opportunities to them.
- ❑ Implement the strategy to increase the number of Venturing youth receiving the Bronze Award.
- ❑ Implement the strategy to increase the number of crews and ships reaching Centennial Quality status each year.
- ❑ Develop a plan to conduct Venturing Roundtables by division.
- ❑ Establish a team to plan and conduct a "Kodiak X" training course in

2010.

### **2010**

- ❑ Identify the new direct contact leaders, educate them to the benefits of training, and bring training opportunities to them.
- ❑ Conduct a new “Kodiak X” training course.

### **2011**

- ❑ Identify the new direct contact leaders, educate them to the benefits of training, and bring training opportunities to them.
- ❑ Evaluate the “Kodiak X” training course.

### **2012**

- ❑ Identify the new direct contact leaders, educate them to the benefits of training, and bring training opportunities to them.

## **District & Council Support**

- Objective:**
- Enhance unit program opportunities through efficient and effective district and council activities.
  - Continue to exceed the national standard for the percentage of Centennial Quality Units.
- Goal:**
- Maintain the percentage of Centennial Quality Units above 72% (90<sup>th</sup> percentile nationally).
- Strategy:**
- Promote and utilize the Good Turn for America program.
  - Provide timely and beneficial information to units.
  - Every district activity has a balanced budget and meets its financial responsibilities.
  - Reduce the number of district activities and council activities to ensure that all activities are within budget, have sufficient need and do not interfere with or eliminate unit activities.
- Expected Outcomes:**
- Stronger unit and district programs.
  - Fully staffed district committees whose primary responsibility is to serve on that committee supporting units.
  - Increase number of positive public relations for the district, units, and community.
- Measurement:**
- Actual percentage of units who earn the Centennial Quality Unit Award

**Annual  
Benchmarks:**

- 2008 – 74% Units achieve Centennial Quality Unit Award
- 2009 – 74% Units achieve Centennial Quality Unit Award
- 2010 – 74% Units achieve Centennial Quality Unit Award
- 2011 – 75% Units achieve Centennial Quality Unit Award
- 2012 – 75% Units achieve Centennial Quality Unit Award

**Action Plan:**

**2008**

- ❑ Consider possible revision of Division lines and reorganize, if needed to accommodate District realignment.
- ❑ Evaluate each district and council activity to determine its effectiveness and need in view of rising costs.
- ❑ Change the venue and format for the Council Recognition Dinner to allow for more participants and to reduce the Council’s loss for the activity.

**2009**

- ❑ Conduct a District Committee training workshop for all districts to include their role in program support, district functions, and guidelines on budget responsibilities.
- ❑ Conduct a study to determine the timing and type of a new council wide Good Turn for America project.
- ❑ Develop and distribute a “Program Calendar” for distribution to all units that explains how the district supports the unit as well as providing information on training and events.
- ❑ Develop a Philmont Training Center promotion team to increase SHAC PTC attendees.
- ❑ Develop a marketing strategy to encourage parental participation in the Scouting program at the unit level.

**2010**

- ❑

**2011**

- ❑

**2012**

- ❑

**Commissioner Service**

- Objective:**
- Help develop stronger unit programs.
  - Provide commissioner service to include Urban Scouting/Scoutreach units.
  - Increase ratio of unit commissioners to units.
  - To reach and exceed the national standard in the percentage of traditional units that recharter.
  - Consistent commissioner service presence to every Scouting unit.
- Goal:**
- Increase the percentage of units rechartered from 87.5 to 91.5, the national standard.
  - Increase unit ratio per unit commissioner from 4.1 to 3.0, the national standard.
- Strategy:**
- Develop and implement a system for training commissioners in best methods and practices for recruiting additional leadership.
  - Develop and implement a system for identifying and recruiting commissioners to serve Urban Scouting/ScoutReach units.
  - On-going and steady recruit of commissioners without decreasing unit strength.
  - Promotion of commissioner training recognition awards.
  - Offer monthly Commissioner Basic training opportunities for multiple locations.
  - Continue to provide the monthly *Square Knots Note*.
- Expected Outcomes:**
- Stronger unit programs.
  - Increased effectiveness of information flow.
  - Increased number of positive unit-serving commissioners.
  - Increased number of units qualifying for the Centennial Quality Unit Award.
  - Effective flow of communications between units and district/council resulting in fewer problems.
- Measurement:**
- Actual percentage of traditional units that recharter.
  - Actual unit ratio per unit commissioner.
- Annual Benchmarks:**
- 2008 – 88.2% of traditional units recharter
  - 2009 – 88.5% of traditional units recharter
  - 2010 – 89.5% of traditional units recharter
  - 2011 – 90.5% of traditional units recharter
  - 2012 – 91.5% of traditional units recharter
  
  - 2008 – 4.0 unit ratio per unit commissioner



- 2009 – 3.9 unit ratio per unit commissioner
- 2010 – 3.7 unit ratio per unit commissioner
- 2011 – 3.3 unit ratio per unit commissioner
- 2012 – 3.0 unit ratio per unit commissioner

**Action Plan:**

**2008**

- ❑ Develop a plan to provide commissioner service to all Urban Scouting/Scoutreach units.
- ❑ Develop plan to strengthen Hispanic involvement in Commissioner Service at District level.
- ❑ Conduct a study to determine if a program can be developed to tie in CQA “turn-ins” for 2008 with CQA Goals for 2009 in one process.
- ❑ Prepare plan to improve recharter automation process, including on-line recharter.
- ❑ Expand effectiveness of *Square Knot Notes* program through stronger promotion of the use of this tool in each District in Council.

**2009**

- ❑ Develop a succession plan for key roles on Council Commissioner Team.
- ❑ Conduct a study of *Square Knot Notes* to determine its’ effectiveness in broadening our success with unit visits. Make adjustments as necessary.
- ❑ Expand “vision” of Scout Fair participation to broaden recruiting of new unit commissioners at this event.

**2010**

- ❑ Develop a plan for Scouting’s new Theme for 2011 as it relates to successful Commissioner Service in Council.

**2011**

- ❑

**2012**

- ❑

**Order of the Arrow**

**Objective:**

- Expand youth-focused program of service to others, foster youth leadership development, and financial support of the council.
- Support the council in terms of leadership, service, and financial

development.

- Encourage all members to seal their membership in the Order of the Arrow by becoming Brotherhood members.

- Goal:**
- Increase the number of Brotherhood memberships to \_\_\_\_\_.
  - Attain the Quality Lodge designation each year.

- Strategy:**
- Inspire members to provide their primary leadership in support of Boy Scout troops and Varsity teams.
  - Actively support Council efforts to improve and extend Scouting through Scoutreach.
  - Help find ways to increase the number of youth who participate in camping in the council.
  - Help to upgrade the quality of camping facilities and programs in the council.
  - Participate in service projects, capital projects, and in-kind donations to council camps.
  - Develop strong chapter programs to reach more youth with increased leadership opportunities.

- Expected Outcomes:**
- Advisers providing an environment where youth can actively practice the leadership skills learn through unit participation.
  - Enhanced opportunities for youth and adults to render service.
  - Increased resources to help support the council create a strong financial base.
  - Membership retention of active dues paying Arrowmen.

- Measurement:**
- Actual number of Brotherhood memberships.
  - Quality Lodge Designation

- Annual Benchmarks:**
- 2008 – Brotherhood memberships
  - 2009 – Brotherhood memberships
  - 2010 – Brotherhood memberships
  - 2011 – Brotherhood memberships
  - 2012 – Brotherhood memberships
  
  - 2008 – Earn Quality Lodge Designation
  - 2009 – Earn Quality Lodge Designation
  - 2010 – Earn Quality Lodge Designation
  - 2011 – Earn Quality Lodge Designation
  - 2012 – Earn Quality Lodge Designation

**Action Plan:** **2008**

- ❑ Develop a short program that outlines how the OA can help the unit by providing youth leadership growth opportunities to encourage

leaders to appoint an OA Rep in each Boy Scout Troop and Varsity Team.

- ❑ Present the program at two District Roundtables as pilots.
- ❑ Record the names and contact information of the OA Reps for each Chapter.
- ❑ Expand the Vice-Chief opportunities to provide youth leadership opportunities in the Chapter.
- ❑ Incorporate the OA event calendar within the district calendar and communicated to all Troop and Varsity leadership in advance of their annual planning to help minimize scheduling conflicts and provide the OA youth membership opportunities to attend OA activities.

**2009**

- ❑ Contact units that do not have OA Reps and have Chapter Advisor and Chapter Chief contact those unit leaders.
- ❑ Review the role of Vice-Chief regarding opportunities to provide/expand youth leadership opportunities in the Chapter.
- ❑ Develop a program that explains to Scouts why they should become Brotherhood members.
- ❑ Make Roundtable presentation on how the OA can help the unit by providing youth leadership growth opportunities to encourage leaders to appoint an OA Rep in each Boy Scout Troop and Varsity Team.

**2010**

- ❑

**2011**

- ❑

**2012**

- ❑