



**CAPITOL AREA COUNCIL  
BOY SCOUTS OF AMERICA**

**STRATEGIC PLAN  
2010 – 2015**

***PREPARED  
FOR TODAY  
AND  
BUILDING  
FOR TOMORROW***

7540 Ed Bluestein Blvd., Austin, TX 78723 • (512) 926-6363



## STRATEGIC PLAN COMMITTEES

### COMMITTEE CHAIR

**Rick Swisher** CEO; L.A. Pizza, Inc.  
*J.T. Dabbs* CEO; Capitol Area Council

### EMERGING MARKETS

**Art Acevedo** Chief, Austin Police  
 Department  
*Brandon Lewis* Field Director,  
 Northern Service Area, Capitol Area Council

### ORGANIZATION & PERSONNEL

**Winston Krause** Managing Partner;  
**Krause & Associates**  
*J.T. Dabbs* CEO; Capitol Area  
 Council

### VOLUNTEER RECRUITMENT/RETENTION

**Dan Brannon** Owner: American  
 Printing  
**Ron Losefsky**  
*Scott Oliver* Field Director,  
 Central Service Area, Capitol Area  
 Council

### TECHNOLOGY

**Scott O'Hare** Retired Dell Computer  
 Executive  
*Tim Molepske* Director of Field Service,  
 Capitol Area Council

### FISCALLY SOUND

**Dale Cooper** President; Cooper, Graci  
 & Co.  
*Doug Cooper* Finance  
 Director,  
 Capitol Area  
 Council

### YOUTH RETENTION/QUALITY PROGRAM

**Richard South** Attorney; Wright &  
 Greenhill P.C.  
*Bob Oatman* Armadillo District  
 Executive, Capitol Area Council

### FACILITIES & PROPERTIES

**Robert Golding**  
 COO; Live Oak-Gottesman  
*Rick Denison* Director of Support Service;  
 Capitol Area Council

### TRADITIONAL MEMBERSHIP GROWTH

**Shep Strong**  
 Attorney  
*Tim Molepske* Director of Field  
 Service, Capitol Area Council

**Bold designates Task Force Chair**  
*Italic designates Staff Advisor*

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## **Preface**

We present you this updated Strategic Plan to use as the map and compass, as we do in orienteering, to find our collective way through the next 5 years. All Scouts know and understand that without a map and compass they can get off trail and or waste energies needlessly.

This strategic plan could not have been completed without the numerous volunteers and Scout leaders who worked to bring their thoughts and ideas to put this document together.

Just as central Texas grows and changes, we also must grow and change. On the next page you can review our Mission and Vision statements. We have all strived to follow these documents in the development of this strategic plan and are very bullish on the next 5 years here in the Capital Area Council.

In reviewing the excellent plan developed for our Council, back in 2003, this committee decided to utilize the format and style of the original plan and update it for the next 5 years. We wish to thank all those involved back in 2002 that developed the original outline for our Council. We have chosen to broaden the original plan from the original six major themes to eight in order to better plan for our future success in delivering on the mission of the Scouting program throughout the Capital Area Council.

Please accept our thanks and gratitude for all you do for Scouting and for helping us meet the needs of our Scouting youth.

Sincerely,

Richard T. Swisher  
Strategic Plan Chair

J.T. Dabbs  
Scout Executive

### **Overall Objective**

**To update the Capital Area Council Strategic Plan to allow our council to grow, serve its existing scouts, and broaden its reach and impact on emerging markets.**

**Strengthen our financial and professional capabilities, enabling the Council to achieve this objective.**

**Emerging Markets • Volunteer Recruitment/Retention • Fiscally Sound Council •  
Technology • Facilities & Properties • Organization & Personnel •  
Youth Retention • Traditional Membership**

## BOY SCOUTS OF AMERICA MISSION STATEMENT

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

## BOY SCOUTS OF AMERICA VISION STATEMENT

The Boy Scouts of America will prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law.

In the future, Scouting will continue to:

- Offer young people responsible fun and adventure;
- Instill in young people lifetime values and develop in them ethical character as expressed in the Scout Oath and Law;
- Train young people in citizenship, service, and leadership;
- Serve America's communities and families with its quality, values-based program.

## CAPITOL AREA COUNCIL HISTORY

The Capitol Area Council was chartered in 1912 as the Austin Council. With the addition of Travis County in 1924, it became the Austin-Travis County Council. In 1928, nine counties were added to the Council service area and the name was changed to the Austin Area Council. In 1934, it was renamed the Capitol Area Council. By 1936, five additional counties had been added, expanding the service area to cover our present territory of 15 counties in central Texas. In 1987, the Council served over 10,000 young people. By 1999, the Council had doubled in size serving 21,444.

As the population of central Texas grew it became necessary for the Council to sell Camp Tom Wooten that was located near the present day intersection of Loop 360 and RM 2222. In 1983, the Council completed the sale of Camp Tom Wooten the proceeds were placed in a trust for the purpose of supporting operations and camping activities. In 1998, the Council purchased the property at its present-day summer camp, Lost Pines Scout Reservation, from the Lower Colorado River Authority. Through the years, the Council has received additional camping facilities. In 1999, the Council received a donation of 5,000 acres known as the Griffith League Ranch. In 2001, the Council began its first capital campaign to begin development of the Griffith League Ranch property.

The Council is rich in tradition. In 1951, the Council presented to the State of Texas a miniature replica of the Statue of Liberty. In 1948, the Council began sponsoring the "Report to State," a gathering of Scouts throughout the state of Texas held during the first weekend in February.

## COUNTIES WE SERVE

Bastrop  
Blanco  
Burnet  
Caldwell  
DeWitt

Fayette  
Gillespie  
Gonzalez  
Hays  
Lavaca

Lee  
Llano  
Mason  
Travis  
Williamson

## METHOD OF STRATEGIC PLAN UPDATE

Annually in November, this 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. Additionally, after each year of the plan has been completed, an additional year of action plans will be added; therefore keeping the planning of the Capitol Area Council five years in advance.

After the Strategic Plan has been updated in November, the annual operating and capital budgets will be developed for the upcoming year. The Executive Committee and Executive Board will receive a report of the updated Strategic Plan each January.

The Council Centennial Quality Commitment chart will be used to provide targets to measure many of the goals in the plan. This will allow the Council to compare its successes compared to other Councils and a national standard established by the National Council, Boy Scouts of America.

# Emerging Markets



## MISSION STATEMENT

To develop solid relationships with supporting community organizations and recruit program leadership with an emphasis on targeting minority and /or economically challenged communities in Austin and surrounding areas.

## **EMERGING MARKETS TASK FORCE**

**Task Force  
Members:**

**ScoutReach Committee Chairman**

**Acevedo, Art**

Austin Police Department, Chief

**Bastow, William (Bill)**

Austin Police Department, Cmdr.

**Cannaday, Kenneth**

Austin Police Department, Lt

**Joe Muñoz**

APD Community Liaison Manager

**Cortinas, Lisa**

Austin Police Department, PIO Specialist

**Miller, Victoria**

Director of Public relations with SH 130 CC

**Strengths**

- Tradition and Reputation BSA
- Recruitment method of youth
- Strong training program
- Camping facilities
- Support of charter partners
- Desire to improve

**Weaknesses**

- Membership does not reflect the diversity of the community
- Perceived cost
- Lack of an outdoor experience in the after school program
- Communication (language barrier)
- Current relationship with community organization
- Low transition rate from after school programs to Boy Scout Troops
- Parents are not willing or unable to be leaders
- Recruitment method of adults in emerging market areas

**Opportunities**

- Collaboration with other community groups
- Expansion of outreach program in difficult to serve areas
- Expansion of program with programs we currently partner
- New recruitment methods of youth

**Threats**

- Highly mobile community
- Parents lack understanding of benefits of Scouting
- Perception that the BSA is a white middle class organization
- Parents are not willing or unable to be leaders

**Objective:**

- Give every youth of Scout age the opportunity to join the Scouting program.

**Goals:**

- Increase the number of Charter Organizations in Emerging Markets areas
- Increase the number of youth participating in Scouting in Emerging Markets areas
- Increase visibility of the Scouting program in Emerging Markets areas
- Provide more support to new volunteer leadership in the Emerging Markets areas
- Implement the Soccer and Scouting program

**Strategies:**

- Use together plans to expand program to new Charter Organizations
- Develop relationships with minority chambers of commerce to promote Scouting
- Expand the program in current Charter Organizations (full family of Scouting)
- Have a presence at community gatherings where there are youth of Scout age
- Push positive news articles to minority based newspapers, radio and television.
- Provide a start up kit (6 months of program material) to new leaders
- Provide supplemental programs in Emerging Markets areas like Fun Day, CUBE and Day Camps
- Provide “Program Helps” to new leaders in Emerging Markets areas
- Utilize the Hispanic Initiative Committee to implement our goals

# Volunteer Recruitment/ Retention



## MISSION STATEMENT

Develop ways for the council to increase its numbers of adult volunteers in all focus areas (unit, district, council) while taking into account the changing demographics and volunteer preferences of the next generation.

## **VOLUNTEER RECRUITMENT / RETENTION TASK FORCE**

### **Task Force Members:**

#### **Committee Chairman**

**Brannon, Dan**  
American Printing & Mailing

**Losefsky, Ron**  
Grubb-Ellis Realtor

**Grote, Butch**  
Scoutmaster Troop 505

**Reed, Annemarie**  
Pack 446, Volunteer

### **Desired Results:**

Each unit has a sufficient number of well trained and motivated adult volunteers to ensure the scouts in those communities get to enjoy the full scope and breadth of the scouting experience.

The professional staff is given the mission and the tools to support the volunteer leaders.

Each program within Capital Area Council, including Boy Scouts, Cub Scouts, Venture Scouts, and Sea Scouts, are actively promoted to adults in our communities as attractive volunteer opportunities.

### **Strengths**

- Strong and dedicated training committees, almost in every district
- Program being delivered is very strong, high advancement rates abound, record number of Eagles last year
- Already have a good base of adult volunteers, nearly 8,000, many with years of knowledge and expertise
- Retention rate is high compared to the national average
- The volunteer training available is solid , including such programs as Woodbadge
- Good Communication between the council and the district
- Technology has improved of late myscouting.org, online tour permits, online advancement, online recharter
- Strong area Demographics, relatively strong economy, high concentration of college educated adults

### **Weaknesses**

- Numbers of adult volunteer per scout decrease in districts further from Austin,
- Numbers of adult volunteer per scout decrease in districts with less affluent populations
- Historically poor record keeping of adult training records; trained status, occupation, contact information, although this has improved significantly recently.
- The council has not traditionally been an early adopter of technology for training, communications, record keeping, etc.
- There is a lack of leader training on how to recruit and retain new volunteers
- The council's marketing message to community may not sufficiently emphasize the family values ingrained in the program
- The council is not leveraging existing volunteer resources to capture the full value of those resources
- The advertised incentives for adult volunteers do not currently include the adult to adult social benefits of volunteering with the Scouts.
- Collaboration between units may more closely resemble competition for new recruits rather than a focus on attracting new scouts to any unit.

**Opportunities:**

- The Scout Parent Initiative could be expanded throughout the Districts in the Council
- Promote the 100<sup>th</sup> Anniversary as a way to attract new scouts and new adult volunteers
- Tap into Eagle Scout Alumni as adult volunteers
- Increase the variety and scope of online volunteer training to include volunteer recruitment and retention strategies.
- Re-think presentation of scouting to adults, make it less daunting, and stop use of confusing terminology
- Increase visibility of Venture Scouts to keep older scouts in the program and to pull adult volunteers from a wider population
- Use existing training programs such as PowWow, Roundtable and New Leader training to provide volunteer recruitment strategies and tips for existing leaders

**Threats:**

- Changing attitudes about volunteerism in adults of the younger generations, who want volunteer opportunities to be a short blocks of time.
- Competition from other youth organizations for the time and attention of scouts and adult volunteers
- Increasingly youth seem to prefer indoor recreation to outdoor activities
- Adult volunteers tend to burn out due to self selection and the 80/20 rule
- Scout leaders may not have sufficient management and communication skills training, limiting their ability to communicate effectively with Scouts, leaders, volunteers and families.
- Lack of communication between committees and unit leaders on programs, jobs and missions

**Objective:**

- Increase the number of adult volunteers per participating Scout across the districts served by the Capital Area Council.

**Goals:**

- Make volunteer training more accessible, and ensure the content remains continuously relevant to the ever changing pool of adult volunteers.
- Restructure some adult volunteer roles into smaller time segments.
- Increase visibility of Venturing program to keep older Scouts in the program and to pull adult volunteers from a wider population in communities served by the Council.

**Strategies:**

- Promote widespread awareness of my scouting.org by the districts and units served by the Capital Area Council.
- Drive awareness and adoption of the ScoutParent Initiative down into the districts and units
- Develop community directed communication programs designed to increase awareness of Venture Scouting in the geographic areas served by the Capital Area Council.

**Measurement:**

- Number of volunteers per Cub Scout, Boy Scout and Venture Scout in each district.
- Number of volunteers with meeting the training requirements for his/her position.
- Number of adult volunteers completing training on recruiting and retaining adult volunteers.



# **Fiscally Sound**



## **MISSION STATEMENT**

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

**FISCALLY SOUND TASK FORCE****Task  
Force  
Members:****Committee Chairman****COOPER, K. DALE**

President

Cooper Graci &amp; Co.

**Farmer, Gary**

Heritage Title Company, President

**Graham, Alan**

Mobile Loaves and Fishes, CEO

**Gray, Raymond**

Popp, Gray &amp; Hutcheson

**Gregory, Bobby**

Texas Disposal Systems, President

**Huthnance, Robert (Bob)**

Frost Bank, President

**Mathias, Matt****Moening, Randy**

Wachovia Bank

**Pearce, John**

Fowler Law Firm

**Tate, Pat**

Tate Properties, Owner

**Walcutt, Mary****West, Glenn**

UT Technology Fundraising

## **Strengths**

- 3,430 Friends of Scouting Contributors
- Endowment value
- Asset value of various properties
- Friends of Scouting success
- Large diverse geographic council
- Positive influence in East & South Austin
- Scout Executive's enthusiasm
- Size and diversity of Executive Board
- Special events including the Auction, Golf Tournament, Sporting Clays and DCAD
- Established reputation
- Strong name brand
- 100 years old
- Program with proven results, inexpensive fun
- In line with green economy
- Large number of supporting organizations

## **Weakness**

- Month to month cash flow
- Trust Income decreased value
- Friends of Scouting growth
- Budget does not include depreciation
- Understaffed professionally
- Capital Campaign momentum
- Funding replacement of capital items
- Community unaware of East Austin outreach
- Fundraising effort does stand out in community
- Friends of Scouting organization
- Friends of Scouting revenue is less than comparative councils
- No presence outside of Austin and few board members from other towns
- Reliance on Austin's fluctuating economy
- Council office/Training facility

## Opportunities

- Corporate and community based funding
- Friends of Scouting growth in number of prospects and amount of contributions
- Griffith League Ranch Mitigation Bank and Water Rights and contract for water
- Endowment
- Camping fees that cover the true costs of the program
- Prominent leaders-Scouting Alumni
- Foundations-private/public and corporate for new initiatives to serve East and South Austin
- Capture wealth transfer
- Expose young adults to the outdoors
- Social Media (Tweeter, Facebook)
- Using properties in new ways to create revenue

## Threats

- Trust income not available; decrease
- Slow or weak economy
- Reliance on supporting organizations to deliver programs
- Inefficient fundraising methods
- A lack of auto-draft from credit cards

**Objectives:**

- Manage the Council assets in a prudent manner to protect the existing assets
- Achieve an annual balanced budget
- Accommodate growth
- Enhance the value of endowment funds
- Provide funds for capital needs
- Maintain fiscal controls.

**Strategies:**

- Develop a full toolbox of fundraising tools including electronic methods.
- Develop greater support at the grassroots level (troop, pack, and den level) in addition to the sponsoring entity. (chartering partner). This creates more of a bottom up (troop, pack, den) support and funding base v. the top down (board level down)).
- Increase the support base in areas outside of Austin proper
- Identify, develop, educate and grow our alumni and support base.
- Develop Education, Thank You and Networking events vs. “giving events” setting the stage for a giving event.
- Target projects and events that will bring in new money to the council. Expand the base so we are not repeatedly asking the same people for money.
- Develop new events and evaluate existing events not only based on the money raised but also on the amount of effort required on the part of Council staff and volunteers. (Needs to be measured in terms of staff and volunteer hours.)
- Develop relationships with other appropriate organizations as a means to raise additional funds and to capitalize on the use of our existing facilities.
- Add a member on the Finance Steering Committee to represent and implement the strategic plan.
- Prioritize the continued enhancement and maintenance of the fund raising database with the goal of attaining state of the art contact management.
- Capitalize on the enormous transfer of wealth by the aging baby boomers and the large alumni base through legacy giving.
- Increase awareness among the Scouting community that the Capital Area Council has an endowment, and emphasizing why it is important to the organization.
- Finalize the Step Up Stand Tall Capital Campaign





# Facilities & Properties



## MISSION STATEMENT

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

## **FACILITIES TASK FORCE**

**Task Force  
Members:**

**Committee Chairman**  
**GOLDING, ROBERT L.**  
Chief Operating Officer  
Live Oak Group

**Bauer, Meade**

**Holford, Jack**  
Holford Group

**Mattingly, Steve**  
Live Oak Gottesman

**Pittman, Les**

**Williamson, Matt**  
The Beck Group

### Strengths

- Owns eight (8) separate pieces of property, which includes seven (7) camps and two administrative properties.
- Valuable properties.
- Council owns the office building, which includes a Scout Shop, and serves over 21,500 registered youth.
- Multiple use facilities such as dining hall, commissary, etc. at LCRA Lost Pines Scout Reservation.
- Griffith League Ranch has tremendous potential for program and revenue.
- Properties vary in topography and program opportunities.
- Trust Assets/Operating Income.
- Austin and Central Texas enjoy a very positive “buzz” and reputation for high growth and as a destination location.
- Central Texas has a rich history and culture.
- Central Texas is known as an environmentally aware and sensitive area.
- The Council encompasses an area of diversity of topography, geology and nature on the East and West sides of the Balcones Fault.
- The Frank Fickett Service Center property is well located and enjoys exceptional visibility and accessibility.

### Weaknesses

- Some camps are underutilized and the LCRA Lost Pines Scout Reservation is over utilized.
- Inadequate transportation to program areas at LCRA Lost Pines and Griffith League Ranch.
- Council office is in an inconvenient location for the majority of our customers.
- Council office and some facilities at the camps are not ADA compliant.
- Council office has inadequate space for current usage and future needs for staff, office space.
- Annual road and building maintenance at camps has not been adequate for current usage.
- Lack of facilities.
- Council lacks an updated master plan for development and usage of its Wolf Mountain, Green Dickson, McHenry and, Roy Rivers facilities and properties.
- Council does not own all camp maintenance equipment for the adequate upkeep of the property.
- Inadequate staff to take care of properties.
- High adventure – outside council.
- Trust assets do not provide a sufficient flow of funds for maintenance—results in ebb and flow in maintenance over the years.
- Council does not have a schedule or budget for the replacement of camp maintenance equipment such as tractors, trucks, etc.
- Seasonal usage of facilities.
- Council has not established a standard Accessible/ADA compliance policy for each camp and property.
- Council lacks an appropriate camp/facility for its population in the Northwest and West portion of the service area.

**Weaknesses (continued)**

- Council lacks an environmentally sustainable plan for its camps and properties.
- Council camps have accessibility issues with respect to its ethnically diverse population base.
- Council does not enjoy a “destination” status or reputation within Scouting.

### Opportunities

- The Council has become a leader in the research and preservation of the Houston Toad because of our Habitat Conservation Plan for the Griffith League Ranch.
- The Council holds a valuable and marketable resource in the form of habitat conservation “credits” under the HCP.
- Fickett Service Center will provide increased office space for the addition of staff and services to serve the growth of youth and families in the Central Texas area.
- Fickett Service Center will allow for improved customer satisfaction through the Scout Shop facility and location.
- Explore use of facilities on off-season.
- Griffith League Ranch has the potential to provide new programs.
- Griffith League Ranch has the potential to generate annual revenue from water contracts and habitat conservation credits.
- Facilities and amenities can be available to other entities (schools, associations, etc.) and for other uses.
- BSA and Council are open to collaborations with other organizations for complimentary uses.
- BSA has a strong conservation ethic and a reputation for environmental leadership.
- The current market and economic downturn will create opportunities for alternate sites (urban and rural) which can be used for additional programs.

### Threats

- Property Trust Fund, which is used for camp development, acquisition and other capital needs, has decreased due to the downturn of the market.
- Inadequate Council office facilities will not allow for the efficient service by staff to volunteers, youth members, and their families with the projected growth rates, which could be up to 30,000 registered youth by 2012.
- Environmental requirements might limit uses of properties or require costly modifications.
- Keeping up with OSHA and ADA standards
- Loss of operating income from Trusts has made it more difficult to keep up with routine maintenance of facilities.
- Current economic conditions have made fundraising difficult
- Trust funds do not provide sufficient flow of maintenance funds, particularly when the market is depressed
- The public perception and image of the BSA might have a negative impact.
- Youth today are less interested in outdoor activities.

**Goals:**

- Update the 2003-2007 Properties Master Plan for Capitol Area Council owned properties and facilities for the next 5 years.
- Take steps appropriate to move the Capitol Area Council into a leadership position in promoting and practicing environmental sustainability within each of our Council properties and facilities.
- Take a critical look at the way priorities and budgets are set and managed for Council owned properties and facilities making specific recommendations for further evaluation and implementation as appropriate.
- The Task Force will provide conceptual direction and “brainstorming” ideas to the Properties Committee and staff for further evaluation and implementation.
- Identify and pursue opportunities to more effectively utilize Council properties and facilities in collaboration with Scout and compatible non-Scout organizations.

**Strategies:**

- Form the Facilities Task Force under the direction of the 2010-2015 Strategic Planning Committee. Challenge that group to review and update the 2003-2007 plan and bring a fresh perspective to the project.
- Identify a Chair for the Facilities Task Force who will in turn form a working group to complete the work within the timelines and guidelines of the overall planning process.
- Highlight and emphasize a specific focus on the environmental sustainability, cultural, demographic, and economic trends and opportunities as they impact the Capital Area Council properties and facilities.
- Establish a Board-level policy requiring all capital plans and expenditures to include an analysis and mandate which moves us toward environmental responsibility and sustainability.
- In coordination with the Programs Task Force and camp staff, establish practices that will serve to highlight and advance environmental responsibility and sustainability for all participants and activities conducted on Council properties.
- Establish an annual process and communications network which helps identify and foster “best practices” for environmental sustainability at each Council property and camp.
- Evaluate opportunities and implement any changes which will improve the flow of information and the coordination of priorities and efforts

between the Executive Board, the Properties Committee and, the boots on the ground at each Council property and camp. Recommend that the Executive Board consider establishing a single Board-level position with responsibility for guiding and coordinating matters related to the Council properties.

- Create a clear chart of accountability, responsibility and authority for the operation of each Council property and camp. The emphasis should be on transparency and improved communication.
- Establish an “ownership model” for each Council camp, property and facility. The “owner” team will be comprised of two (2) Executive Board Members, one (1) Staff Member from the Council Staff and, one (1) representative from the District in which the property is located. The “owner” team will be responsible for determining its own succession plan to insure continuity of practice and preservation of historical knowledge.
- The “owner” team will be responsible for managing the annual “wants and needs” list for each Council property and camp. This process should be completed annually in advance of the Council budget cycle.
- The “owner” team will, in coordination with staff and others, conduct an annual asset review on their specific property or camp. This review will include an analysis of usage data, budget vs. actual operating performance, and capital budgets vs. expenditures. This annual review should be delivered to the Executive Board and/or Executive Committee for inclusion in the annual business meeting and distributed to the all members of the Executive Board.
- The Executive Board should consider establishing a “sunset provision” for owned properties, camps and, facilities. On not less than a 5-year cycle the Council should fully explore and carefully consider the disposition or re-purposing of any under-utilized property in order to accommodate and balance the growth and use of other properties within the portfolio.
- Detail a clear plan for infrastructure improvements at Lost Pines Scout Reservation to support the current and future activities. Communicate that plan in order to increase awareness of the critical priorities.
- In coordination with the Properties Committee and staff, identify and prioritize the future capital requirements for each camp and facility emphasizing funding for ongoing maintenance of existing improvements.
- Through the staff and “owner” teams identify “best practices” from other councils, camps, and organizations for possible implementation within the Capitol Area Council properties portfolio. Make annual

recommendations to the Executive Board in conjunction with the annual review and budget process.

- Explore opportunities to expand the practice of sharing camp facilities among the BSA organization regionally and nationally in order to balance the use of our facilities throughout the year.
- Explore opportunities to increase non-prime time usage of our facilities in cooperation with compatible, non-Scout organizations thereby, increasing fee revenue.

## **RETAIL FACILITIES**

### **Objectives:**

- Have a Scout Shop that is convenient and appealing to volunteers and parents of youth members.
- Ensure that all growth and development of the retail center (Scout Shop) is self-funded, and that the Scout Shop becomes a greater asset to the Council as a funding source for program and facility development and maintenance.

### **Goal:**

- Ensure there is a consistent amount of funding available year-to-year for maintenance and development of Council retail facilities.
- Ensure there is a consistent amount of funding available year-to-year for acquisition and maintenance of appropriate stock, fixtures and equipment.

### **Strategies:**

- Establish a master plan for planning, developing, and maintaining facilities, to ensure long-term value to the youth Scouts.
- Establish a funding formula for property maintenance (i.e. a set percentage of the revenue stream year-to-year). Ensure equity in funding for maintenance, staff, and programs.
- Establish separate funds for capital development and maintenance.

### **Measurement:**

- Compare current sales to prior years' sales.
- Profitability of Scout Shop sales.
- Survey of where users are coming from, by zip code.
- Review inventory and calculate inventory turnover.



# Organization & Personnel



## MISSION STATEMENT

**To review the Organization and Personnel of the Capitol Area Council and recommend ways to improve engagement, diversity, and impact.**

### Organization & Personnel Task Force

**Task Force  
Members:**

**Committee Chairman**  
**KRAUSE, J. WINSTON**  
Managing Partner  
Krause & Associates

**Keithley, Roy**

**Welch, Steve** – By-Law Sub Committee  
Stroud & Welch

**Bissex, Walter** – By-Law Sub Committee  
Fulbright & Jaworski

**Pearce, John**- By-Law Subcommittee  
Attorney/CPA

**Flores, Manny**  
President  
Latin Works

**Guerra, Art**  
President  
ID Guerra

## **Strengths**

- Executive Board Experience
- Past Council Presidents still involved
- Board giving level
- Board tenure
- District re-organization completed in 2008
- Advisory Board
- Professional staff tenure and experience
- CAC board is one folks want to join

## **Weakness**

- Too many board members in certain professions
- Board and staff diversity
- District Chairman not overly involved or attend meetings
- Age of board members high
- Lack of representation in Tech community
- Size of board
- No African American professional staff

**Opportunities**

- Expand Board diversity
- Increase board engagement
- Opportunity to find new segments of community to recruit board from
- Improve and expand Nominating Committee process
- Bylaws need updating
- More involvement with local Colleges and Universities

**Threats**

- Other non-profits board
- Economy, lose board members who are unable to continue giving
- Board size, harder to engage board
- Community may not agree with certain BSA values
- Perception of Scouting, white middle class

**Objectives:**

- Board Organization
- Board Diversity
- Council Support and Management Staff
- Council By-Laws
- Staff Diversity

**Goals:**

- Review and Update Council By-Laws
- Review and Update Council Board Structure
- Review current management structure and recommend possible changes
- Develop a plan to increase the diversity of board, district and staff manpower
- Make recommendations on board engagement and involvement
- Identify ways to expand diversity of board, this diversity should include, geography, position, gender, age, and ethnicity.

**Strategies:**

- Add Board Positions to reflect change in needs.
- Vice-President of Planned Giving
- Elevate Training Chairman to Board level or officer level
- Change Scoutreach Vice President to Vice President of Emerging Markets
- Change title of Scoutreach Committee to Emerging Market Committee.

# Technology



## MISSION STATEMENT

To establish the Capitol Area Council as a national leader in using technology to operate successful local Scouting programs

## **TECHNOLOGY TASK FORCE**

**Task Force  
Members:**

**Committee Chairman**  
**O'Hare, Scott**  
Retired Dell Executive

**Franz Weller**

**Homer Hegedus**

**Peter Sargent**

**Rick McCarty**

**Wallace Tuten**

**Staff Advisor: Tim Molepske**

**Diana Sullivan**

**Strengths**

- Strong technology experience base among Austin-area volunteers (IBM, Dell, etc.)
- National Office changing philosophy on technology - no longer a barrier
- Strong Council web site
- Overall hardware/software generally adequate and managed day-to-day (e.g. backups)
- Council staff increasingly developing competencies in technology, social networking

**Weaknesses**

- National Office generally lagging in most technology area (social networking, DOS -based business management systems, POS)
- Inconsistent level of technology usage among scouts, volunteers result if seeking lowest common denominator
- Council hardware budget stressed (laptops need replacement, wiring, assorted printers, office tech infrastructure)
- No full time IT director/staff

**Opportunities**

- Incorporate social networking concepts into day-to-day scouting activities
- Incorporate state-of-the-art technologies with volunteers, staff, and Scouts (Google Docs, fundraising software, etc)
- Make technology competence as integral to Scouting as camping

**Threats**

- Lack of shared vision with National Office, i.e. Council can't afford to go it alone
- Lack of consensus that technology is core to Scouting, i.e. competing priorities, not business-as-usual

**Desired Results:**

- Up-to-date hardware/software platforms in Council office
- Coordinated technology implementation plan with national office
- Technology Committee created to manage technology in the Council with dedicated staffing

**Office Technology and Camp Communication****Objective:**

- To ensure hardware and software in the Council office is up to date.

**Goal:**

- To have a plan in place to replace hardware as advancement in technology occurs and to have the necessary software annually reviewed to fulfill the needs of use.

**Strategies:**

- Develop replacement plans based on hardware needs and have annual review of software needed.

**Measurement:**

- Annual approval of volunteer and professional staff of up to date hardware and software.

**Camp Facility Communication:****Objective:**

- Ensure communications are accessible to our camp.

**Goal:**

- To have an adequate communication system in place at camps.

**Strategies:**

- Create communication points in camp and develop emergency response plans for camps.

**Measurement:**

- Established communication points and complete emergency response plans at all camp properties.

### **Technology Plan Coordinated with National Office**

**Objective:**

- To have Capitol Area Council in the forefront of social media communication.

**Goal:**

- To positively use social media to communicate the Scouting message throughout the Council.

**Strategy:**

- Have a positive presence in the top five social media outlets annually.

**Measurement:**

- Technology committee reviews implementation of social media within the Council.

### **Council-level Technology Committee**

**Objective:**

- Develop a plan of evaluation and implementation of national technology initiatives.

**Goal:**

- To stay in the forefront in implementation of national technology issues and to review how to best publicize and use new initiatives.

**Strategies:**

- Technology committee to review use and implementation of programs and policies.

**Measurement:**

- Successful implementation of national technology initiatives and awareness of technology on unit level.

# Traditional Membership Growth



## MISSION STATEMENT

**To support our present chartered partners in the delivery of the Scouting program to an increasing portion of the youth of central Texas, 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.**

## **TRADITIONAL MEMBERSHIP TASK FORCE**

**Task Force  
Members:**

Committee Chairman  
**STRONG, M. SHEPPARD**  
Attorney

**Strengths**

- Shared purpose and values with 100-year old Scouting program
- Proven benefits of Scouting for our youth
- Strong partnerships with schools, religious institutions and community organizations
- Engaged and effective youth-serving professional staff
- Large and involved volunteer base in affluent communities served by our Council
- Significant number of strong units with quality program
- Good relationships with area media
- Quality Council level program for Cub Scouting, Boy Scouting and Venturing

**Weakness**

- Our Membership has been decreasing in penetration of total available youth
- We are losing too many youth members within our program areas and in transition to our other program areas
- Scouting is not co-ed except for specific programs for high school and older youth
- Lack of brand and program awareness in the broader community
- Inability to recruit strong leaders at depth levels in low to modest income neighborhoods – the areas in which we serve the fewest youth
- Membership is under-developed as a core function at the District level
- Membership function too focused on numbers/paperwork versus a program benefits strategy
- Scout technology doesn't adequately support the Membership function
- Inadequate unit service related to the Membership Function

### **Opportunities**

- A growing market – rapidly increasing total available youth
- Low income and minority communities
- Developing deeper relationships with religious and community organizations
- Exploiting first opportunities to recruit youth into Scouting (K158 plan)
- Recruiting more committed parents and leaders
- Improving the reach and emphasis of adult training at the unit level
- Building the brand and communicating the benefits to pull more prospects into Scouting - connecting communications messages with what is relevant to leaders and families

### **Threats**

- Parental time constraints and willingness to serve
- Multitude of extracurricular activities that compete with our recruiting and interfere with our retention of youth
- Decreasing access to schools and religious organizations
- Economic pressures related to staffing and program costs, particularly in low to modest income level communities
- Increasing societal impressions that Scouting methods are archaic and irrelevant
- Increasing societal impressions that a number of the values promoted by Scouting are culturally out of line

**Objective:**

- Maintain or exceed annual retention of seventy percent which is above national standards.

**Goals:**

- Increase membership by at least five percent per year. We note that the average increase in membership from 2007-2009 has been approximately three percent per year.
- Increase recruiting of youth in emerging markets (those not now well served by traditional Scouting) by at least ten percent per year. Historically recruiting in emerging markets has been far below this level.
- Ensure that enough new units are developed and served to provide quality program to newly recruited youth. Identify and implement successful programs for traditionally or non-traditionally led Scout units in emerging markets.

**Strategies:**

- Increase cross-over recruiting of youth within our traditional Scout units (Tiger Cub to Cub Scouts and Cub Scouts to Boy Scouts primarily, but also Boy Scouts into Venturing and/or Exploring as appropriate)
- Increase relationships at the Council level with religious and community organizations towards increased sponsorship of new units.
- Develop and enhance relationships with all public and private schools in the Council.
- Increase ongoing relationships with our existing Charter Partner organizations at the district level to support unit involvement and to encourage development of new units. Develop new relationships at the district level with selected religious or community organizations with large memberships of young families.
- Develop a cross-culture of membership recruitment and retention with Program, Training, Finance and Unit Service Functions as well as the Membership function.
- Increase effort at first opportunity recruiting - for Tiger Cubs the end of Kindergarten and First Grade; for Cub Scouts between the end of First Grade and Second Grade; for Boy Scouts between the end of Fifth Grade and beginning of Sixth Grade, and for Venturing and

Exploring, between the end of Eighth Grade and beginning of Ninth Grade.

- Increase at Council level meetings with religious and community organizations and groups and associations representing them.
- At the Council level, develop new relationships and partnerships with organizations serving emerging markets.

**Measurement:**

- By end of 2014 exceed 30,000 youth membership.
- At the District level
- Membership Committee measures and tracks recruiting and retention results and compares these results with the Strategic Plan on an ongoing basis. Membership Committee coordinates recruiting and retention with District Commissioner as this relates to Unit Service.
- At Council level:
- Membership Action Committee evaluates membership recruiting and retention results quarterly, compares results to the Strategic Plan and develops needed follow up for the districts.
- Membership Vice President reviews Strategic Plan with Council Key-3 semi-annually to evaluate membership recruiting and retention results, progress on implementation of the Strategic Plan and develops needed follow-up action.

# Youth Retention / Quality Program



## MISSION STATEMENT

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

## **YOUTH RETENTION / QUALITY PROGRAM TASK FORCE**

**Task Force  
Members:**

**Committee Chairman**  
**SOUTH, RICHARD**  
Wright & Greenhill P.C.

Attorney

**Jim Sylvester**  
**Tom Chenault**  
**Barry Streusand**  
**Jason Riley**  
**Joe Jones**  
**Jim Morriss**  
**James Hall**  
**Bob Oatman**  
**Nat Bradford**  
**Peter Sargent**

**Strengths:**

- Proactive professional staff.
- Good volunteer service ethic.
- Good adult and youth training focus from Council perspective- Woodbadge and Silver Pines.
- OA- active program with strong financial base.
- Council communications with volunteer base.
- Good consistent advancement of youth.
- Good retention of Cubs.
- Positive cash flow on council and district activities.
- Commissioner accountability for unit health and activity.

**Weaknesses:**

- Use/overuse of LPSR by units and program areas.
- Inconsistency of program at LPSR summer/winter camp.
- Lack of clear plan for Council Camp maintenance and improvement consistent with Properties Master Plan.
- District restructuring has led to a leadership gap in some instances.
- Slow adaptability to new technology.
- Lack of clear goals on use of Griffith League.
- Venture program and activities.
- Lack of or inconsistent marketing of programs.
- Transition from Cub Scouts to Boy Scouts.
- Lack of program space on LPSR.
- District committee participation in Council Camping Committee operation
- Council Camping Committee operation as it relates to camping program oversight.
- Lack of coherent advertising of camping and high adventure program.
- Lack of new blood on training courses.
- Loss of revenue on facility cost and maintenance for Council properties.
- Economic barriers for low income units.
- Location of Cub camp facilities away from most units.
- Parking facilities at Cub World.

**Opportunities:**

- Working with other organizations and individuals to partner in new program opportunities

**Threats:**

- Competition with other youth activities (band and athletics) and other Scout activities.
- Financial barriers to participation in scouts.
- Competition from other Council camps.
- Bad press resulting from criminal acts of predators.
- Time commitment for volunteers- perception it is a black hole.
- Poor economy resulting in less income to council.

## **Desired results:**

To increase participation and to increase retention to meet National goals and to generate positive feedback and support for all Council sponsored events. To plan and implement programs and activities that will enhance the Council, district and unit programs for all youth in the 15 counties served by the Capitol Area Council.

## **Objectives :**

- **Cub Scouts:**  
Provide the best possible Cub Scout camping experience by utilizing dedicated facilities, including Camp Tom Wooten, and those future facilities necessary to serve a growing Cub Scout population.
- **Boy Scouts:**  
Create exciting and challenging camping and program opportunities for all Boy Scout troops in the Capitol Area Council.
- **Venturing, Sea Scouts, Exploring:**  
Promote existing Venturing, Sea Scout, and Explorer programs to a more diverse and expanding number of high-school aged youth.
- **Order of the Arrow:**  
Utilize the Order of the Arrow to further council program objectives by providing support to youth programs.
- **High Adventure/ National program:**  
Improve retention of older Scouts by providing high adventure, C.O.P.E., National Jamboree and National Order of the Arrow Conference participation opportunities.
- **Training:**  
Provide maximum training opportunities to youth participants and adult volunteers to enable them to make the best possible Scouting program available to all involved youth and adults throughout the Council.
- **Advancement:**  
Provide consistent and meaningful training and support for district advancement committees and individual units in order to achieve national standards for advancement.
- **Events:**  
Increase public awareness of Scouting in the Capitol Area Council by publicizing annual events such as the Council Annual Awards Reception and Report to State/Scout Parade.

## **CUB SCOUT PROGRAM**

### **Objective:**

- Provide the best possible Cub Scout camping experience by utilizing dedicated facilities, including Camp Tom Wooten, and those future facilities necessary to serve a growing Cub Scout population.

### **Goals:**

- Continue improvement of Cub World program at Tom Wooten.
- Achieve the national standard for Cub Scout density of 27% of total available youth.
- Achieve the national standard for Cub Scout camping of 70% of registered Cub Scouts on June 30.

### **Strategies:**

- Promote Cub Scouting with Council-wide recruiting campaigns.
- Continue improvement of camp facilities for Cub Scouts (Cub World) with supporting facilities for adult leaders. Facilities should be age-appropriate and attractive to Cub Scouts and their parents and be used for Cub World activities as well as Cub Scout summer and winter resident camps and other weekend family camping programs including Webelos Extreme, Cub Partner Weekend, and Adventure Day .
- Make Cub program opportunities more accessible to outlying areas of the Council.

### **Measurement:**

- Council Centennial Quality Commitment as noted in goals.

## **BOY SCOUT PROGRAM**

### **Objective:**

- Create exciting and challenging camping and program opportunities for all Boy Scout troops in the Capitol Area Council.

### **Goals:**

- Achieve the national standard for Boy Scout density of 20.2% and a 70% retention rate on a calendar year basis.

### **Strategies:**

- Utilize camping, advancement and high adventure programs to provide the most positive Scouting experience possible.
- Maintain existing program facilities and improve Lost Pines Scout Reservation facilities to provide better program and camping experiences.
- Create new and exciting program opportunities for Boy Scout age youth at other available facilities or in partnership with other youth serving groups or organizations.

### **Measurement:**

- Council Centennial Quality Commitment as noted above.
- Actual summer camp attendance.
- Actual program attendance.

**VENTURING, SEA SCOUTS, EXPLORING PROGRAMS:****Objective:**

- Promote existing Venturing, Sea Scout, and Explorer programs to a more diverse and expanding number of high-school aged youth.

**Goals:**

- Increase number of Venturing Crews, Sea Scout Ships and Explorer Posts.
- Achieve the national standard for Venturing density of 3% of total available youth.

**Strategies:**

- Continue promotion of Venturing, Sea Scouting, and Explorer programs by providing Council-sponsored activities.
- Support and provide additional Council sponsored Venturing, Sea Scouting, Explorer programs, camping, and high-adventure opportunities.

**Measurement:**

- Actual number of Venturing Crews, Sea Scout Ships and Explorer Posts.
- Council Centennial Quality Commitment as noted above.

**ORDER OF THE ARROW:****Objective:**

- Utilize the Order of the Arrow to further council program objectives by providing support to youth programs.

**Goals:**

- Continue the Lodge role in promotion and improvement of the camping program at Lost Pines Scout Reservation and Camp Tom Wooten.

**Strategies:**

- Increase Order of the Arrow membership by continuing to refine unit election criteria and presentations.
- Continue promotion of the Troop Representative leadership position.
- Promote Brotherhood membership.

**Measurement:**

- Achievement of Quality Lodge Status.
- Meeting current obligations on endowment funds and Friends of Scouting (FOS) contributions.

## **HIGH ADVENTURE / NATIONAL PROGRAM**

### **Objective:**

- Improve retention of older Scouts by providing high-adventure, C.O.P.E., National Jamboree and National Order of the Arrow Conference participation opportunities.

### **Goal:**

- Develop a C.O.P.E program to be available year round.
- Continue developing a Climbing program that can be used year-round by Scouting units.
- Sponsor at least one Council-supported activity at a BSA National High-Adventure base each year and make high-adventure activities available on a local basis.
- Sponsor a Council contingent to the National Scout Jamboree every four years.
- Sponsor a Council contingent to National Order of the Arrow Conference every other year.

### **Strategies:**

- Increase marketing and promotion for all high adventure opportunities and national program opportunities.

### **Measurement:**

- Increase number of youth participants to all national high adventure bases.
- Maintain or increase number of participants in National Jamboree to include youth staff.
- Increase use of C.O.P.E. facilities

## **TRAINING:**

### **Objective:**

- To provide maximum training opportunities to youth participants and adult volunteers to enable them to make the best possible Scouting program available to all involved youth and adults throughout the council.

### **Goal:**

- To achieve 50% of direct contact leaders trained, to insure that all adult leaders have been trained in the “basics” of Scouting and have ample opportunity to participate in supplemental and advance training. To provide youth training opportunities, in all program areas, so that youth have ample opportunity to grow in leadership and provide the strongest programs for the Youth of our council in a safe and supportive manner. To achieve 75% of all registered adults receiving Youth Protection training.

### **Strategy:**

- Develop and communicate council’s training program and policies.
- Insure that the current adult leader training curriculum is in place in all districts and in use at all Council training sessions.
- Provide youth leadership training, at the unit, district and council level, and communicate the purposes of this training to Scouts throughout the council.

### **Measurement:**

- For adults, develop adult leader statistics and compare them to national standards.
- For youth, develop youth statistics.

**ADVANCEMENT:****Objective:**

- To provide consistent and meaningful training and support for district advancement committees and individual units in order to achieve national standards for advancement .

**Goal:**

- To establish a functional council committee to oversee the advancement process.
- To establish and publicize expectations for district advancement committees and individual units.

**Strategy:**

- Conduct quarterly Council Advancement Committee meetings. Publish articles in council publications and on the council website concerning advancement. Be available for district roundtable presentations on specific advancement topics.

**Measurement:**

- Meet or exceed the Council Centennial quality Commitment requirement of 60% of registered youth advancing one rank during the year.

**EVENTS:****Objective:**

- Maximize public awareness of Scouting in the Capitol Area Council by organizing and publicizing annual events such as the Report to State/Scout Parade and the Council Annual Awards Reception.

**Goal:**

- Provide an annual report to the State of Texas on the achievements of Scouting in the state and the progress being made in each of the state's chartered councils, and to provide a meaningful celebration of the anniversary of Scouting.
- Publicly recognize top performing volunteers in council and publicize council's reach throughout our area.

**Strategy:**

- Provide additional publicity for events to local media.
- Better organize existing committees with work plans.

**Measurement:**

- Number of attendees at events.
- Number of dignitaries attending events.
- Amount of publicity carried by media.