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Capitol Area Council Strategic Plan, 2016-2020

Council President: Ben Turner
 Council Scout Executive: Jon Yates

Strategic Planning Committees

Steering Committee:

- | | |
|------------------------------|--------------------------------|
| Barry Bales, Chair | Theresa Northcutt, North Shore |
| Doug Rose, Vice Chair | Jason Riley, at large |
| Nino Aranda, Armadillo | Ken Rydolph, Waterloo |
| Ellen Ault, at large | Jeanette Schmitz, Thunderbird |
| Glenn Beck, San Gabriel | Esther Schneider, at large |
| Jim Beck, Live Oak | Jeff Scruggs, Chisholm Trail |
| Scott Burton, Sacred Springs | Paul Taylor, Blackland Prairie |
| Jenny Deen, at large | John Urban, Bee Cave |
| Derek Fortin, Hill Country | Will Gregoryck, Staff Advisor |
| Scott MacKay, Colorado River | Leigh Wyatt, Staff Assistance |

Program Committees – Benny Latham

- Camping/Outdoor Programs/Older Scouting Programs/STEM Scouts** – Michael Sullivan, Chair
 Nathan Kramer, Staff Advisor
- Advancement** – Carole Reed, Chair
 Josh Mankovsky, Staff Advisor

- Activities/Civic Service** – Brad Smith, Chair
 Ed Grune, Staff Advisor
- Training** – James Hall, Chair
 Roy Pequeno, Staff Advisor

- District Operations** – Ron Garland, Chair
 Will Gregorcyk, Staff Advisor

- Membership** –Chair
 Davis Fox, Staff Advisor

- Unit Service** – Steve Allen, Chair
 Jason Gates, Staff Advisor

- Marketing** – Tom Horn, Chair
 Charles Mead, Staff Advisor

- Finance/Fundraising** – Terry Hall, Chair
 Doug Cooper/Michael Hanley, Staff Adv.

- Properties** – Rob Golding, Chair
 Rick Denison, Staff Advisor

- Governance** – Terry Tottenham, Chair
 Jon Yates, Staff Advisor

- Administration** – Dale Cooper, Chair
 Jon Yates, Staff Advisor

Council Support Functions

- Investments** – Craig Hughes, Chair
- Council Relations** – Shep Strong, Chair
- Legal** – Steve Welch, Chair

- Enterprise Risk Management** – Dwight Thompson, Chair
 Rick Denison, Staff Advisor

2017 Updates to the CAC Strategic Plan

The Preface to the 2016-2020 Capitol Area Council Strategic Plan included a call to make strategic planning and the identification of resulting actions an iterative, ongoing process rather than the every-five-year process required by the National BSA. With the approval of the Scout Executive and the CAC President, each Council Committee was asked to provide to the CAC Board quarterly progress reports on its 2016-2020 goals and strategies. Additionally, each Committee was asked to review its initial goals and strategies and recommend any needed changes for 2017.

Goals, strategies, and outcomes for which there is a recommended change are so noted with an asterisk in the initial wording of those categories, with the actual changes included in a section titled “Updates for 2017” at the end of each committee’s strategic plan. The page numbers in the Table of Contents have been changed to reflect these revisions. To maintain the integrity of the initial Strategic Plan, all other information remains unchanged from the original 2016-2020 Strategic Plan.

Most importantly, what remains unchanged from the initial 2016-2020 plan are the five principles (detailed on pages 7-9) on which the strategic planning process was based and the 3 key initiatives that will have the biggest impact on a strong and successful Scouting program in Central Texas. All Council Committees have been asked to link, where possible, their goals and strategies to these key initiatives:

- *Ensure that people in all of the CAC communities know and value Scouting.*
- *Continually deliver life-enriching programs and experiences to all Scouts all of the time.*
- *Invite, encourage and enable families and leaders to deliver the promise of Scouting to the communities of Central Texas.*

A copy of the “2016-2020 Strategic Plan With 2017 Updates” will be maintained on the website of the Capitol Area Council.

Sincerely,

Barry Bales
Strategic Planning Chair

PREFACE to the 2016-2020 CAC Strategic Plan

Historically, the Capitol Area Council has undertaken a process every five years to review the existing and propose a new Strategic Plan to serve as a short and long-term guide for action. The “2016-2020 Strategic Plan” presented here is one result of that planning process. While the title of this plan might indicate a roadmap for the next five years, the changes in demographics and societal/cultural norms suggest that strategic thinking and planning cannot be limited to just an every-five-year process. To enhance and strengthen the Scouting program for our current and future youth in the Capitol Area Council, we *must* make strategic thinking and action an on-going, iterative process.

This document identifies the methods and principles that were followed in the creation of this plan as well as some of the challenges we must address to strengthen the Scouting program in the Capitol Area Council. We also identify the goals and strategies that are our starting point. Finally, we identify what additional strategies are desired for the next phase of the strategic plan work that begins in 2016.

Strategic thinking/planning is not new in Capitol Area Council, and we thank those involved in the development of prior Strategic Plans that provided the foundation on which to build the current plan. Thanks, too, to the several hundred people throughout the Capitol Area Council who directly contributed to the work reported here.

Those of us involved in Scouting in the Capitol Area Council – Scouts, families, volunteer leaders and staff alike – know that Scouting continues to be the premier program for developing character and citizenship in our youth. Thank you for what you have done to provide a wonderful Scouting experience to our youth, and thank you for your willingness to help strengthen the Scouting program for the next generation to come.

Sincerely,

Barry Bales
Strategic Planning Chair

Ben Turner
Council President

Jon Yates
Scout Executive

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 1934 it was renamed to the Capitol Area Council. By 1999, the Council was serving 21,444 in 15 Central Texas counties. As of December 31, 2015, we serve 16,869 youth in Scouting through 12 districts, 222 Boy Scout troops (6,306 youth), 224 Cub Scout Packs (9,360 youth), 116 total units of Venturing and Sea Scouting Crews/Ships and Explorer Posts (1,220 youth).

Counties served by the Capitol Area Council:

| | | | | |
|---------|----------|-----------|--------|------------|
| Bastrop | Caldwell | Gillespie | Lavaca | Mason |
| Blanco | DeWitt | Gonzales | Lee | Travis |
| Burnet | Fayette | Hays | Llano | Williamson |



Process Followed for Drafting the 2016-2020 Strategic Plan

As efforts on the Strategic Plan began in early 2015, it quickly became apparent that our work must be guided by the following five principles:

- ***First and foremost, the goals and strategies we develop for 2016-2020 Strategic Plan must focus on what is within our control in Central Texas.*** While there are things that can only be accomplished by the National Boy Scouts of America, we have to ‘own’ responsibility for the success of Scouting here in Central Texas.
- ***Second, a new Strategic Plan must take into account what Central Texas will look like in 5 years time.*** To this end, demographic projections and analyses were collected from the Texas State Data Center, the office of the City of Austin demographer, and Austin Independent School District, as well as from the national office of the Boy Scouts of America. These data and projections included the following:
 - Membership in Scouting, expressed as a percentage served of available youth both locally and nationwide, is and has been shrinking over the last number of years;
 - While projections show a stable or even decreasing African American population, Hispanic youth are now and will be the largest segment of the addressable population (and we, historically, have not served either group at the same percentages of population as Anglos);
 - There is an increasing share of single-parent households (and we, historically, have not served this group at the same level as two-parent households);
 - There are a growing number of activities vying for the time and attention of youth – and that is not likely to change;
 - An increasing number of parents in the overall population were not in Scouting as youth and, consequently, do not know, understand, or value the Scouting program;
 - Units and districts are finding it increasingly difficult to engage and keep parents as volunteer leaders.
- ***Third, there has to be involvement, feedback, and ownership of adopted goals and strategies at all levels in the Capitol Area Council.*** The Strategic Planning Steering Committee was made up of a representative from each district. Meetings were held in all twelve CAC districts to elicit feedback about what was needed to strengthen Scouting in those areas. Suggestions collected from these feedback sessions were shared with each of the Council committees, who were encouraged to incorporate these suggestions into goals and strategies, where appropriate, as well informing specific initiatives for their committees’ operational plans. Council committees were also encouraged to recruit members from districts for assistance in drafting goals and strategies for the new plan. Ultimately, the roles and efforts in Scouting at all levels are to support the Scouting experience of our youth.

- ***Fourth, we have to focus on – and be able to measure the achievement of-- those activities that will have the highest impact on strengthening the Scouting program.***

There are hundreds – if not thousands – of activities, programs, events, etc., that take place each year in the Capitol Area Council. These activities, programs and events ‘cost’ the time and energy of volunteers and staff members. In a time when new volunteers/staff members are increasingly hard to recruit and current volunteers and staff are overloaded, it is imperative that we focus on those activities, programs and events that will have the *biggest* impact on strengthening Scouting for current and future youth.

Council committees were asked to identify goals and strategies for their part of the Strategic Plan that were likely to have the highest impact on the Scouting program. Such a focus requires difficult conversations and decisions around the following questions: what should we continue doing, what new things should we start doing, and – hardest of all – what should we stop doing?

This focus on high impact led the Steering Committee to identify three key initiatives to which we encouraged council committees, where possible, to link at least some of their goals and strategies. These high-impact, key initiatives are the following:

- *Ensure that people in all of the CAC communities know and value Scouting.*
An increasing number of parents in our communities were never in Scouting themselves, and may, therefore, be less likely to truly understand or participate in the great program offered by Scouting. How can we more effectively, creatively, and continuously share and reinforce that message in our communities? How do we enhance the ‘brand’ of Scouting in the minds of our neighbors and community members?
- *Continually deliver life-enriching programs and experiences to all Scouts all of the time.*
Youth stay in Scouting – and bring their friends - when it’s exciting and they are having fun. It may take several exciting meetings, campouts, or events to make up for even one boring one. What can we do to ensure that every event, meeting, and campout is of high quality? What support can we provide to those who directly deliver the program to youth to ensure our youth are getting a great program every time?
- *Invite, encourage and enable families and leaders to deliver the promise of Scouting to the communities of Central Texas.*
National surveys confirm that if we can keep young people in Scouting for five years, we change their lives. And yet, young people are not likely to stay in the program for that length of time without the commitment of their parents. Likewise, we need to invite, encourage, and enable at least some of these parents to be the volunteer leaders who provide a high quality Scouting experience. How do we better engage parents as champions of the Scouting

program, knowing that their commitment is vital to their children remaining in the program? What can we do to recognize and address the family issues that affect participation in Scouting? How can we better serve those populations we have underserved in the past? How can we make it easier – and attractive – for parents to become volunteers? What support is needed to enable volunteers at all levels to deliver a quality program? What improvements in technology can the Council undertake to make it easier for parents and volunteers to do what is needed in their Scouting roles?

- ***Fifth, and finally, we have to exhibit ourselves passion, commitment, and follow through if we hope to recruit other volunteers with passion, commitment and follow through.*** The Scouting program helps build character, citizenship and leadership in our youth. Passion, commitment, and follow-through are the hallmarks of good leaders. Regardless if the job is at the council, district or unit level, we must each strive to be the kind of leader others will willingly follow.

These five principles became the foundation upon which the 2016-2020 Strategic Plan process was guided throughout 2015.

Section 2 – Goals and Strategies



Activities and Civic Service

Chair – Brad Smith

Contributors: Jennifer Deen and Rick Denison

Mission

Offer Scouting opportunity path activities and civic service experiences that create a lifetime of great Scouting memories.

Strategic Objective

Create opportunities for more Scouts to participate in meaningful CAC activities and civic service projects by increasing unit level participation.

Goal #1: Improve the understanding of, the value of, and the participation in district and council activities.

Strategy 1a: The Key 3 and nominating committee from each district recruits and maintains in position year-round a registered District Activities Chair.

Strategy 1b: The Council Activities chair will recruit a chair for each Council level activity.

Strategy 1c: Develop and implement effective messaging and communication, consistent with the “Activities Planning Guide,” for each district and Council level event, to improve understanding and participation.

Goal #1 outcome/output measures:

- 1a. Positions (filled and non-filled) will be verified through reports generated at Council offices and monitored quarterly before each CLC Meeting by Council Activities and Civic Service Chair.
- 1b. The assigned chair for each Council level activity has successfully conducted that Council activity.
- 1c. A communication plan, consistent with the “Activities Planning Guide,” has been developed and implemented for each district and Council level activity.

Goal #2: Improve knowledge of and participation in community service projects and reporting of these projects on JTE by districts and units.

Strategy 2a: The Key 3 and nominating committee of each district will recruit and maintain year-round a registered District Community Service/Good Turn Coordinator or ensure that those duties are assumed by the District Activities Chair.

Strategy 2b: Work with the CAC Marketing/Communications Committee to produce an easy-to-follow, on-line training video for recording JTE service hours.

Strategy 2c: The District Community Service/Good Turn Coordinator or District Activities chair works with district and unit volunteers to encourage unit and district Good Turn Service Projects.

Strategy 2d: Work with the CAC Marketing committee to develop an inspiring social media campaign communicating the aims and rewards of performing community service through Scouting.

Goal #2 outcome/output measures:

- 2a. Positions (filled and non-filled) to be verified by a report generated at Council offices and monitored quarterly before each CLC Meeting by Council Activities and Civic Service Chair.
- 2b. The online, easy-to-follow video for recording JTE service hours is made available on the CAC website by December 2016.
- 2c. Service hours will be reported/recognized in two ways: (1) JTE Service Hours to be verified by a council generated report and monitored quarterly before each CLC Meeting by Council Activities and Civic Service Chair; (2) Districts are encouraged to recognize at District Banquets and through the Council website the leading units in performing community service.
- 2d. # of/increased impressions for social and news features for community service.

Goal #3: Enhance the Scouting experience offered at CAC district and Council activities.

Strategy 3a: Update and distribute to all district and Council activities chairs the “Activities Planning Guide” that identifies processes for: reviewing the event’s purpose, relevance and outcomes; assigning responsibilities; decision making authority; timelines, and post-event evaluation of outcomes. Part of this guide will include the development of a one-page executive summary for each district and Council activity that identifies the vision and projected successful outcomes.

Strategy 3b: Develop and deliver showcase forums on best practices for specific Council and district activities.

Strategy 3c: Work with CAC staff to develop and better use CAC information technology capabilities to generate post activities and civic service event evaluation reports.

Goal #3 outcome/output measure(s):

- 3a. All district and Council activities chairs incorporate the “Activities Planning Guide” in planning for their events and provide the vision/outcomes document to the Council Activities Committee.
- 3b. # of best-practice forums for activities that have been conducted and shared with other groups in the Council.
- 3c. After-action review/evaluations sessions, using CAC information technology capabilities, are conducted for each district and Council level activity within 45 days following the event, and reports are distributed to district and Council Activities Committees.

UPDATES FOR 2017

All goals and strategies for Activities and Civic Service remain unchanged for 2017.

Administration

Chair – Dale Cooper

Contributors:

Mission

The Administration Committee provides leadership and oversight to the administrative operations of the Council to assure: financial stability, technology capabilities, and geographical district alignment so as to efficiently facilitate the operational goals of the Council.

Goal #1: Improve the timeliness, participation in, and effectiveness of the budgeting process.

Strategy 1a: Establish a broad-based committee to assess and make recommendations for improvement to the budget process.

Strategy 1b: Convene quarterly meetings of the budget committee to review and make recommendations, if needed, on the current budget.

Outcome/output measure(s):

1a1: Budget committee is established and convenes quarterly for review and recommended updates to the budget process.

1a2: Quarterly reports are made to the board on status of the budget and recommended changes to the budget/process.

Goal #2: Assess and improve the information technology capabilities in support of the Scouting program.

Strategy 2a: Establish a technology committee to identify and implement improvements to the Council website to enhance the interface and ease of use at both unit and Council levels. Committee should access other successful councils' products or vendors where appropriate.

Strategy 2b: Develop a systemic review of existing computer systems and recommend a schedule for replacements.

Strategy 2c: Potential donors of IT equipment and services are approached for contributions of needed equipment and services.

Outcome/output measures:

2a1: Existing district feedback data and additional feedback on strategies for improving the website are collected from units and districts.

2a2: Satisfaction of users is assessed at least annually following website updates.

2b: Review is conducted and a schedule of replacements is established and updated annually.

2c: #/list of potential donors who were approached.

Goal #3: Review salaries and benefits of all staff and recommend adjustments to maintain these at levels comparable to other similar programs.

Strategy 3a: Annually review the plan 403b document and update for changes that have been made in the law since the last review.

Strategy 3b: Compare salaries and benefits at CAC with those at other councils and recommend adjustments as appropriate.

Outcome/output measures:

3a. Document is annually reviewed.

3b. Comparisons with other councils are conducted, and requested adjustments are recommended to the Board.

Goal #4: Assess the appropriateness of the current geographical configuration of districts.

Strategy 4a: Establish the District Configuration Committee, define its purpose, and appoint members that represent each district and other key stakeholders.

Strategy 4b: Develop and implement a process/plan for assessment of the current and desired district configuration. Best practices in other similar-sized councils should be considered in the creation of the CAC process/plan.

Outcome/output measures:

4a: Committee is established, its purpose defined, and members appointed.

4b: Process for this assessment is identified and implemented by December, 2017.

UPDATES FOR 2017

Strategy 2a be dropped from Administration and moved to the Marketing Committee.

Strategy 2c be amended to include seeking help with the significant expense of shredding records.

Add new Strategy 2d: Develop recommendations for wireless implementations at the various Council properties that still do not have internet connectivity.

Add new Strategy 2e: Review any recommendations or changes in technology coming from the National Council.

Add new Goal #5: Establish and develop guidelines around best security practices for end user devices.

Add new Goal #6: Propose and implement a document storage and retention plan for the Council.

Add new Strategy 6a: Analyze the Council's document storage needs, in accordance with the BSA record retention policy.

Add new Strategy 6b: Develop strategies to address the accumulated historical files as well as ways to digitize currently generated files.

Advancement

Chair – Carole Reed

Contributors: Bob Paver, Gary Rutenberg, Jeff Scruggs, Jay Bingham, Wayne Knox, Jo Wooten, Ron Haight, Kim Eckert, Ron Luke, Connie Michaels, Bob Oatman, and Doug Rose.

Mission

To recommend and implement policies for Capitol Area Council which are in alignment with the National Boy Scouts of America Advancement goals and regulations. We support our units, leaders, Scouts and their families by documenting and disseminating best practices in advancement, and by providing timely, uniform and authoritative responses to questions and concerns from those groups.

Goal #1: Recruit and maintain an active Council committee to oversee the advancement process.

Strategy 1a: Conduct quarterly Council Advancement meetings by videoconference.

Strategy 1b: Subcommittees to coordinate and facilitate advancement issues such as special needs, Eagle time extensions and merit badge liaisons will meet as needed.

Outcome/Output Measures:

1a. Outcomes of and identified actions decided at the meeting will be communicated by email to Council Advancement Committee members.

1b. Report on issues identified and addressed each quarter.

Goal #2: Collect and disseminate best practices resources in advancement to support the differing needs of our units.

Strategy 2a: Collect and provide program resource materials pertaining to advancement for all Scouting programs on the Advancement page of the Council website for easy access.

Strategy 2b: Provide training on specific advancement topics. This may be classroom training or other appropriate media.

Strategy 2c: Partner with other Council groups to better leverage effective advancement programs.

Outcome/Output Measures:

2a. Best practices and quarterly committee updates are reported on the advancement page of the Council's website.

2b. Conduct one advancement training each year.

2c. Report on instances of collaboration with other committees.

Goal #3: Build awareness in the community of the role and value of advancement in the Scouting program.

Strategy 3a: Develop specific, short 'stories' of the value of advancement in Cub Scouts and Boy Scouts and partner with the Marketing Committee in a pilot project to communicate that message to an identified audience.

Outcome/Output Measure(s):

3a. Results of the pilot project are identified and reported.

UPDATES FOR 2017

All goals and strategies for Advancement remain unchanged for 2017.

Camping

Chair – Michael “Sully” Sullivan

Contributors: Bill Agnell, Rich Wahl, Frank Davol, Bob Oatman, Rick Denison

Mission

To provide quality, relevant camping programs to a greater number of youth and adult leaders throughout the Capitol Area Council, in accordance with the aims and methods of the Boy Scouts of America.

Strengths

- Proactive professional staff.
- Good volunteer service ethic.
- OA - active program, strong financial base.
- Council communications with volunteers.
- Most Troops go to summer camp
- High Adventure contingent program is popular and full.
- 11 Districts host summer Day Camp.

Opportunities

- Working with other organizations and individuals to partner in new program opportunities.
- Leverage STEM Scouts programs for Cub and Boy Scout programs.
- Use of metrics to identify what is or is not working.

Weaknesses

- District Camping Committee participation in Council Camping Committee.
- No timely metrics on unit camping
- Council Camping Committee role as it relates to camping program oversight.
- Lack of coherent advertising of camping and high adventure program.
- Economic barriers to camping for low-income scouts and units.
- Use/overuse of LPSR and program areas throughout the year; exclusive events that lock up camp.
- LPSR Summer Camp not at 100% capacity.
- Insufficient program space on LPSR.
- Declining attendance at Cub World Adventure and Overnight Camps.
- Cub Scout Summer (Resident) camp attendance is too small and losing money.
- Doubleknot is problematic for many units to use to register for Boy Scout Camp.

Threats

- Competition with other youth activities.
- Competition from other Council camps.
- Lack of time and camping commitment from volunteers.
- Parents and volunteers not willing to commit to program dates.
- Lack of new volunteers for program leadership.
- Procrastination by program staff and participants.

Desired results:

1. To increase participation and to increase retention to meet National goals and to generate positive feedback and support for all Council sponsored events.
2. 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.
3. To set camp and event budgets and measure financial performance.

Strategic Objectives:

- **Cub Scouts:** Provide the best possible Cub Scout camping experience by utilizing dedicated facilities, including Camp Tom Wooten and Smilin'V, 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 Scouts and troops in the Capitol Area Council.
- **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 participation opportunities for high adventure, COPE, National Jamboree and National Order of the Arrow Conference.

Cub Scout Program Goals and Strategies

Goal #1: Establish a Cub Camping Leadership Team to deliver these goals and strategies.

- * Strategy 1a: Identify the job descriptions of a Cub Camping Committee for high quality Council programs.
- * Strategy 1b: Recruit the Cub Scout Program subcommittee members for a two-year tenure to deliver a high quality Council Cub Camp Program.

Outcome/output measures:

- 1a. Strategic working committee and job descriptions defined in the first quarter of 2016.
- 1b. Cub Camping Subcommittee leaders recruited in the first quarter of 2016.

Goal #2: Continue improvement of Cub World programs and facilities.

- * Strategy 2a: Develop and propose a vision for Cub World programs at Tom Wooten and Smilin V, and collaborate with Properties committee to identify and propose facility improvements to support those programs.

Strategy 2b: Gather best practices from other Councils and non-Scouting age-appropriate camps to generate new ideas. Include active Cub volunteer and youth feedback to supplement review of national Voice of the Scout surveys.

Outcome/output measures:

- 2a. There is an overall program plan and a facilities improvement plan developed and proposed in 2016.
- 2b. Best practices are collected, documented and shared with the appropriate committees.

Goal #3: Increase the program offerings of Cub World Adventure Camps to increase attendance, including execution of a defined marketing promotion plan.

Strategy 3a: Increase the number of Scouts experiencing Council Cub World Adventures at Camp Tom Wooten using the new or improved program ideas from Goal #2

Strategy 3b: Increase the quality of camp leadership by defining and recruiting against job descriptions needed to deliver the program.

Strategy 3c: Partner with Marketing committee to promote all events through more, varied, and timely communications media.

Strategy 3d: Monitor and publish metrics of program participation and budget actuals for each program event.

Outcome/output measures:

3a. New program ideas piloted first half 2016 under existing program umbrellas, replacing all second half 2016 scheduled programs.

3b. Camp staff, professional and volunteer, job descriptions written by March 31, 2016. Recruitment for second half 2016 programs completed by May 31, 2016.

3c. Events are listed in Council communications, calendar and DoubleKnot.

3d. Track and publish program participation and budget metrics on a quarterly basis to Committee, staff, Board, and volunteer contributors.

UPDATES FOR 2017

Strategies 1a and 1b completed in 2016.

Strategy 2a completed in 2016.

All other goals and strategies for Cub Scout Camping remain unchanged for 2017.

Boy Scout Program Goals and Strategies

Goal #1: Utilize camping, advancement and high adventure programs to provide the most engaging Scouting experience possible, while increasing youth and unit camping metrics.

Strategy 1a: Partner with Advancement and Outdoor Programs to enhance the camp experience and youth development. (Target areas to consider, but are not limited to: Eagle Quest, merit badge programs, camping skills/model camping, new program-specific summer camp week (e.g. Aquatics, for instance)).

Strategy 1b: Maintain and improve Lost Pines Scout Reservation, Camp Green Dickson, and a third council facility to provide better program and camping experiences, and to serve more youth/take pressure off of Lost Pines. Partner with Properties Committee to identify and propose facility improvements needed to enhance program and camping experiences.

Strategy 1c: Investigate development of new, exciting program opportunities for Boy Scout age youth at other facilities or in partnership with other youth serving groups or organizations.

Strategy 1d: Partner with the Marketing committee to promote all events through more, varied, and timely communications media.

Outcome/output measures:

- 1a. Report on the development and implementation of specific new enhancements/programs chosen to improve the camp experience and youth development.
Develop, administer, and report the results of a simplified questionnaire used to better measure summer campers' experiences in 2016.
Track and report on the numbers of youth attending summer camp in 2016, along with comparisons of units' 2015 results.
- 1b. Facility improvements to support the program and camping experience are identified and reported by the Camping and Properties Committees.
- 1c. Review of potential program partnerships is conducted by June 30, 2016, with report on top 5 prospects that meet a set of criteria established before the research.
- 1d. Events are listed in Council communications, calendar and DoubleKnot.

UPDATES FOR 2017

All goals and strategies for Boy Scout Camping remain unchanged for 2017.

District Operations

Chair – Ron Garland

Contributors: Wayne Courreges, Dave Walshak, Jayne Walters, Ben Ford, Keith Johnson, Steve Benesh, Peter Simmang, Chuck Lemons, and Glenn Beck.

Mission

To develop a robust organization, District Committee and Commissioners Staff to equip and assist their Scouting units, organizations and leaders in effectively delivering the program to their communities.

Strategic Objective

To develop high impact strategies to enhance the district operations of all districts, empowering them to deliver on the promise of Scouting.

Goal #1: Establish strong, year-round Nominating Committees in each district.

Strategy 1a: Work with Scout Executive, Council President, Service Area Chairs, and key board members to support District Chairs in identifying strong members for their respective District Nominating Committees.

Strategy 1b: Conduct annual Nominating Chair orientation in June of each year.

Outcome/output measures:

- 1a. Progress is reported quarterly to Service Area Chairs of activities of Nominating Committee.
- 1b. # of key district officers and operating committee chairs recruited/trained.

Goal #2: Provide appropriate training/support and orientation for all district committee leadership.

* Strategy 2a: Conduct quarterly Council Leadership Conferences, emphasizing training, support and direction for District Chairs, Commissioners, and Operating Committee Chairs and members. Collaborate with respective Council operating committee chairs, service area chairs, and key staff in developing plans for these events.

Strategy 2b: Quarterly discussions with Council President, Scout Executive, and Council Commissioner are held to evaluate district progress in program delivery. JTE can be effective tool to support this discussion.

Outcome/output measures:

- 2a1. # of attendees at each Council Leadership Conference.

- 2a2. Feedback from participants indicates understanding of objectives and plans are developed by districts to implement the training in their districts.
- 2b. # of quarterly meetings conducted.

Goal #3: District Chairs and Commissioners are trained and supported to effectively perform their jobs.

Strategy 3a: Collaborate with Council President, Council Commissioner, Scout Executive, key staff and service area chairs to conduct an Annual District Key 3 Retreat. Retreat to involve training of District Chairs and Commissioners in the best practices, and reviewing progress of the strategic plan.

Outcome/output measures:

- 3a. # of attendees at Key 3 Retreat; status of achievement toward JTE goals.

**** Goal #4: Identify and develop a geographically diverse pool of leaders throughout the Council as potential Council Executive Board Members.***

Strategy 4a: In collaboration with Council President, Scout Executive, Key Staff, District Chairs, and Council Nominating Committee, identify and cultivate key community leaders in the 15-county Council, to enable better geographic representation on the Council Executive Board.

Outcome/output measures:

- 4a: #/diversity of candidates from throughout the Council recommended to the Council Nominating Committee.

Goal #5: Recruit a 5-7 member District Operations Committee to provide support and mentoring for District Chairs.

* Strategy 5a: Collaborate with Council President, Scout Executive, service area chairs and other key staff to identify and recruit this special team.

Outcome/output measures:

- 5a. # of District Chairs who have been assigned a mentor.

SPECIAL NOTE: The committee charged with District Operations was recruited to determine how to improve District Operations. This group, composed of 3 District Chairs, Service Area Chairs, Service Area Commissioners, and one other key Scouter worked diligently to look at District Operations. They concluded that key focus areas had to be in respect to Membership and Unit growth, Finance, Communications, and Manpower. Several objectives for each of these areas were identified, and suggested strategies developed. This work will be instrumental in supporting the 5 goals above.

UPDATES FOR 2017

Strategy 2a---amended to read “conduct Council Leadership Conferences and Key 3 Retreat, emphasizing training, support and direction for District Chairs, Commissioners, and Operating Committee Chairs and members.”

Goal #4—replaced with “Recruit a 5-7 member District Operations Committee to provide support and mentoring for District Chairs.

Strategy 5a: amended to read “Collaborate with Council Leadership to identify and recruit this team.”

All other goals and strategies for District Operations remain unchanged for 2017.

Enterprise Risk Management

Chair – Dwight Thompson

Contributor: Rick Denison

Mission

The enterprise risk management committee provides leadership to identify risks within existing and future programs/activities, operations and at Council facilities. The committee suggests effective procedures to mitigate those risks.

Strategic Objectives:

- 1- Ensure that children are involved in safe Scouting programs conducted at safe camps and facilities.
- 2- Activities/programs and facilities are inspected and evaluated for anticipated risks.
- 3- Inform Scouting public about risks and safety protocols.
- 4- Recommend risk remedies to appropriate parties and monitor mitigation progress until hazard/risk is resolved.

Goal #1: Implement a strategic and tactical plan to provide Youth Protection at all levels of the organization.

Strategy 1a: Organize, conduct and manage Youth Protection Training. (YPT)

Outcome/Output Measures:

- 1a. YPT Statistics are reviewed and actions taken to maintain desired target percentages.
Volunteer Youth Protection Symposium is conducted annually with increasing attendance and continually improving program content.

Goal #2: Implement a strategic and tactical plan to provide Safe Facilities at all Council-owned properties.

Strategy 2a: Conduct safety inspections at all facilities annually.

Outcome/Output Measure:

- 2a. Facilities are inspected for safety hazards
Camp operations; Camp Medical Standing orders reviewed (annually)
Mitigation recommendations are reported to appropriate committee for action. I.e. Properties committee, Finance committee, Exec. Board, etc.

Goal #3: Implement a strategic and tactical plan to provide Safe Programs at all levels of Scouting in the Council. (I.e. Cub Scout, Boy Scout, Venturing, Exploring, etc.)

Strategy 3a: Review program hazards at the ERM committee level and inform Scouting public of safe Scouting strategies.

Outcome/Output Measure:

3a. Incident reports are reviewed.

Volunteer safety concerns/reports are reviewed.

Mitigation protocols are recommended to remove all risks or minimize risks to acceptable levels.

Inform Scouting public of health or safety issues in the program as appropriate.

Inform Scouting public of safety protocols/processes and publications through regular communications such as newsletters, University of Scouting and other means.

UPDATES FOR 2017

All goals and strategies for Enterprise Risk Management remain unchanged for 2017.

Finance/Fundraising

Chair – Terry Hall

Contributors: Raymond Gray, Doug Cooper, and Joel Rice

Mission

The Finance Committee is responsible for all fund raising activities for the Capitol Area Council including: operations, capital, and product sales.

STRENGTHS

- 4-Star designation by Charity Navigator
- 87% of expenditures spend on program
- Large and growing endowment
- FOS luncheon growth
- Major gifts campaign
- Large donor base
- Area population growth
- Potential for “windfall” revenue

OPPORTUNITIES

- Expand donor base, including corporate sponsors and partnerships
- Improve donor communications
- STEM/sustaining initiatives
- Recurring gifts (major gifts and minor gifts)
- Complete campaigns prior to current year budget

WEAKNESSES

- Membership growth declining
- Donor fatigue
- Reliance on youth to balance budget through product sales
- Special event timing and variability creates budget challenges
- Lack of defined policies for endowments, grants and foundations
- Difficulty adjusting strategies mid-campaign
- Lack of customized FOS plan for each District
- District fundraising volunteers lack training
- Length of FOS campaign requires District Executives to spend additional time fundraising at the expense of other duties

THREATS

- Economic slowdowns
- Product sales declines
- Continued membership declines

Goal #1: Recruit effective leadership in FOS at Council and district levels.

Strategy 1a: Assist district committees in developing and implementing a succession plan for each district so that a successor is in place for each FOS role in district and council levels.

Strategy 1b: Develop and implement plans for benchmarking development/fund raising best practices in FOS in other councils.

Strategy 1c: Establish year-round recruitment and training for volunteers in district and Council FOS roles.

Outcome/output measures:

- 1a1. Each district will have identified a chair and vice chair ready to succeed the current FOS volunteers.
- 1a2. Each volunteer will be trained before assuming their role in the FOS campaigns.
- 1b. Ideas from other councils are incorporated into the CAC's FOS plan.
- 1c. Schedule is developed and implemented for year-round FOS recruiting with specific benchmarks.

Goal #2: Develop a plan for strategically scheduling fundraising events to better support the CAC budget cycle.

Strategy 2a: Establish and report to the board the conditions and circumstances necessary to effectively re-schedule major fundraising events, including moving special event revenue to the following budget year, when windows of opportunity arise.

Strategy 2b: Identify and report to the board the conditions and circumstances necessary to transition the Council's current reliance on product sales as operating expenses to Fund II or III.

Outcome/output measure:

- 2a1. Plan to reschedule major fundraising events is developed and communicated to the CAC board.
- 2a2. Plan is developed and communicated to the board to transition 4th quarter special revenue to the following budget year.
- 2b. Plan is developed and communicated to the CAC board to transition product sales revenue to Fund II or Fund III.

Goal #3: Develop and implement a plan for broadening the donor base.

Strategy 3a: Develop a more effective communication strategy for retaining existing donors and reaching potential new donors.

Strategy 3b: Expand the percentage of recurring vs one-time gifts.

Strategy 3c: Improve the process for 'telling our story' to families new in Cub Scouting.

Strategy 3d: Inspire and engage Board members to participate in major gifts society.

Strategy 3e: Identify and develop a message/method for communicating the value of the STEM and Exploring programs to prospective donors in the high-tech community.

Strategy 3f: Develop and staff a planned giving committee to increase endowment.

Outcome/output measures:

- 3a. Strategy developed and implemented for retaining donor families whose children have aged-out of the Scouting program.
- 3b. Increase in the number and amounts of recurring gifts, including 100% Board participation by December 1, 2016.
- 3c. Results from telling our "story" to new families in Scouting are reported to the Board by December 1, 2016.

- 3d. 40 % increase in Board members contributing in the major gifts campaign over 2015.
- 3e. Results from STEM and Exploring “stories” are reported to the Board by December 1, 2016.
- 3f. Committee is established, meets, and recommends a plan for increasing the endowment by December 1, 2016.

UPDATES FOR 2017

All goals and strategies for Finance remain unchanged for 2017.

Governance

Chair – Terry Tottenham, 2016; Terry Bray, 2017

Contributors: Mike Figer, Terry Bray, Malcolm Cooper, Jenny Deen, Ben Turner, Jon Yates.

Mission

The Governance Committee of the Capitol Area Council exists to provide oversight of the governing functions of the organization. A primary focus is to enhance the overall governance of the Council. The Governance Committee shall: review criteria for board candidates; periodically review and revise bylaws and establish, review and revise policies; see that each Council Committee has a charter in place; periodically review governance structure and responsibilities of Board and committees; see that (by review of self-evaluation or other means) the performance of the Board and Board committees is reviewed; see that new Board Member orientation is provided and, when possible, provide for the educational development of Board members; report to the Board of Directors about Committee activities, issues, and related recommendations; and perform other activities related to this Charter as may be requested by the Board of Directors.

Goal #1 – Provide an orientation for new members of the Capitol Area Council Board.

- * Strategy 1a: in collaboration with the President of the CAC, plan and conduct by February of each year an orientation session for newly elected members of the Board.

Outcome/output measure:

- 1a. Orientation session for new members is conducted.

**** Goal #2: Annually review the CAC organization chart.***

- Strategy 2a: Governance Committee will review the CAC organizational chart to identify and remove duplications, where appropriate.

Outcome/output measure:

- 2a. Committee chair reports to CAC President that the annual review has been completed.

Goal #3: Ensure that council committees' leadership and the Board membership reflect the demographics of Central Texas.

- * Strategy 3a: Review existing council committee leadership and Board membership and make recommendations to the nominating committee that will bring into alignment representation consistent with the CAC's demographic trends.

Outcome/output measure:

- 3a. Committee chair reports to CAC President that the alignment analysis has been conducted and relayed to the nominating committee.

Updates for 2017:

Strategy 1a amended to conduct the orientation session in the first quarter of 2017.

Goal #2, accomplished in 2016, will be amended to consider a follow-up review after discussions with the Scout Executive and the new CAC President.

Goal #3/Strategy 3a amended to read the committee will continue to encourage that each committee include the demographic alignment goal in the committee's charter, including encouragement to assure appropriate diversity, and will consider additional actions as recommended by the Scout Executive.

Added a Goal #4: Produce a basic unit accounting/funds management template that can be made available to all units and can be used by units on a voluntary basis.

Added a Strategy 4a and 4b: Review and finalize the proposed template with the Scout Executive and appropriate committees; and distribute the approved template to all units and post to the Council website.

All other goals and strategies remain unchanged for 2017.

Marketing

Chair – Tom Horn

Contributors: Dara Quackenbush, Chair, Neal Carlton, Brianna McKinney, Patrick Fortner, Ted Linder, Lance Lunsford, Aaron Haley, Ruben Cantu

Mission

The Council Marketing Committee helps people not in Scouting know more about the program, while also helping people already in Scouting know more about the activities and benefits of Scouting available to them.

Goal #1: Develop internal brand awareness campaign to ensure Scouting’s message is evangelized at all levels.

Strategy 1a: Work with membership committees at the Council and district levels to develop easily accessible materials/process that can be used to more effectively recruit volunteers from among parents in Scouting.

Strategy 2a: Develop orientation and marketing materials that enhance relationships and convey the benefits of Scouting to existing and potential chartering partners.

Outcome/output measures:

1a: Developed recruiting materials are shared with all district membership committees.

1b: Developed materials are shared with all chartered organization representatives.

Goal #2: Collaborate with other Council committees and districts to identify opportunities for better telling Scouting’s story in our communities.

Strategy 2a: Work with the Council and district activities committees to collect and disseminate ‘best practices in telling our story.’

Strategy 2b: Co-develop with the Council Activities Committee a pilot project with at least one district activities committee to identify and implement specific strategies for publicizing Scouting’s benefits to the community.

Outcome/output measures:

2a. Process is established for collecting from units and districts and making available “Best practices” in publicizing the benefits of Scouting.

2b. Report on results of pilot project.

Goal #3: Update Council website to better support units in delivering/participating in the Scouting program.

Strategy 3a: Work at the council and unit levels to identify, assess, and implement changes needed to improve website utility.

Strategy 3b: Make changes to the council website to help facilitate greater program participation by units and individual Scouts.

Outcome/output measure:

- a. Suggestions from Council and unit volunteers for website improvements are requested, collected, assessed, and, where appropriate, implemented in 2016.

UPDATES FOR 2017

All goals and strategies for Marketing remain unchanged for 2017.

Membership

Chair –

Contributor: Davis Fox

Mission

To increase the reach and influence of the Boy Scouts of America and the Capitol Area Council through increased, sustainable, membership growth.

Strengths

- Program based on strong morals
- Increasing local population and available youth for membership.
- • Solid relationships between council and local school districts.
- Solid relationships with local religious institutions.
- Hundreds of Eagle Scouts in Central Texas who are great assets.
- New STEM program.
- Engaged and effective youth-serving professional staff.
- Significant number of strong units with quality program.
- Good relationships with area media.
- Quality Council level program for Cub Scouting, Boy Scouting and Venturing.

Opportunities

- A growing market – rapidly increasing total available youth.

Weaknesses

- Lack of membership committee volunteers.
- Difficulty conveying reasons to join with historically underserved communities and demographics.
- Outdated and obsolete methods of onboarding new families and adults.
- Lack of prior family involvement, or knowledge of Scouting, in emerging markets.
- Inability to recruit strong leaders at depth levels in low to modest income neighborhoods – the areas in which we serve the fewest youth.
- Lack of new leaders
- Lack of qualified volunteer recruiters.
- Scout technology does not adequately support the Membership function.
- Field Directors overloaded with tasks and membership tends to take backseat.
- Crossover programs need more attention.
- Membership function too focused on numbers/paperwork versus a program benefits strategy.

Threats

- Parent/Volunteer model changing and not enough hours in the week for all

- Recent membership changes might allow us to get back in schools.
- Developing deeper relationships with religious and community organizations.
- STEM program should attract a new group of Scouts.
- Social Media provides an opportunity for PR of Scouting.
- activities.
- Multitude of extracurricular activities that compete with our recruiting and interfere with our retention of youth.
- Dual parent working families in our core growth markets make it harder to attract volunteers.
- Economic pressures related to staffing and program costs, particularly in low to modest income level communities.
- Increasing societal impressions that Scouting and its methods are archaic and irrelevant.

Goal #1: Ensure that District and Council Membership Committees are appropriately staffed.

Strategy 1a: Recruit a diverse group of volunteers to the Council Membership Committee, sufficient to accomplish its goals.

Strategy 1b: Assist district committees in recruiting a District Membership Chair and committee members.

Outcome/Output Measures:

1a: Council Membership Committee meets 4 times per year to focus on the year round calendar of events.

1b: # of District Membership Committee Chairs.

Goal #2: Increase retention by encouraging families to renew annual membership.

* Strategy 2a: In the first quarter of each year, contact each family that had a Scouting member dropped during the re-charter process, and invite them to rejoin the program.

Strategy 2b: With district membership chairs, the Council Membership Committee will develop and review annually an “onboarding activity” (similar to “Blast into Scouting”) to engage new Scout families.

Outcome/output measures:

2a: Council Membership Chair (or designee) contacts families of dropped members in the first quarter of each year, providing encouragement and actions to get re-engaged.

2b: # of Districts who annually conduct an onboard activity.

Goal #3: Growth in membership in every Scouting program every year.

Strategy 3a: Offer at least one recruitment opportunity for every elementary school in the CAC each year.

- * Strategy 3b: Council Membership Committee will collaborate annually with at least six district membership committees to pilot Troop-led recruitment open houses, independent of Cub Scout packs.

Strategy 3c: Enable interested families to more easily identify nearby scouting options through accurate BeAScout.org information.

Outcome/output measures:

3a: # of joining opportunities conducted per school reported semi-annually by District Membership Chairs to Council Membership Chair.

3b: # of open houses conducted in selected districts. Best practices from those events collected and disseminated to all districts.

3c: District Membership Chair and District Commissioner annually review for accuracy the BeAScout.org information for their district. During the summer academic break, District Membership Chairs verify unit and leader information.

Goal #4: Ensure there is at least one Scouting unit for every school in CAC.

Strategy 4a: Conduct an annual meeting with every superintendent and principal.

Strategy 4b: Sponsor a Council-wide event to encourage/equip new/potential charter partners to adopt or start a new unit serving underserved schools.

Strategy 4c: New units will be started with a growth plan to exceed 10 members within the first three months of chartering.

Outcome/output measures:

4a: # of meetings conducted with Superintendents and Principals.

4b: Face to face follow up with 80% of all possible charters invited to these events.

4c: All new unit growth plans are approved by District Membership Chair and the District Commissioner. Quarterly success rate is reported by District Membership Chair or the District Commissioner to the Council Membership Chair.

Goal #5: Increase the percentage of youth who transition to the next age-appropriate Scouting program.

Strategy 5a: Annually, develop and mail out a list of Troops in the area to each Arrow of Light Cub Scout.

Strategy 5b: Pilot and promote to all Scoutmasters and Troop Committee Chairs a Council-wide "Venture Adventure Day" to encourage older Scouts to consider the Venturing program.

Outcome/output measures:

5a: Troop (Unit and Leader) contact information verified in the first quarter of the year by the District Membership Chair and letter mailed out to families of Arrow of Light Cub Scouts in April by the Council Membership Committee.

5b: Venture Adventure Day conducted each year, with more Crews participating each year.

Goal #6: Develop and propose to the CAC board a long-term plan for Scoutreach programs.

Strategy 6a: Develop criteria for the establishment and location of ScoutReach programs.

Strategy 6b: Develop and propose to the board for implementation a plan for funding Scoutreach programs.

Strategy 6c: Develop criteria for and implement a process to assess the effectiveness and continuation of each Scoutreach unit on an every-two-years basis.

Outcome/Output Measures:

6a: Criteria for establishing and locating Scoutreach programs are identified and reported to the board for its approval.

6b. A plan for funding Scoutreach programs is developed and reported to the board for its approval.

6c. Each Scoutreach unit/program is assessed for effectiveness and continuation on an every-two-year basis.

UPDATES FOR 2017

Strategy 2a---amended to read "Develop 'exit interview' for families who failed to recharter. In the first quarter of the year survey an appropriate amount to learn the reasons the families left Scouting.

Outcome 2a: Percentages of responses and results from surveys shared with Commissioner teams and Council Board.

Strategy 3b amended to read "... collaborate annually with at least four district membership committees to pilot Troop-led recruitment open houses, independent of Cub Scout packs."

All other goals and strategies for Membership remain unchanged for 2017.

Older Scouting Programs

This proposed committee to be defined in 2016.

Chair, TBD

Venturing and Exploring Vision:

Provide positive experiences to help young people mature and to prepare them to become responsible and caring adults.

Venturing Mission:

Venturing uses the overall BSA Mission Statement: The mission of the Boy Scouts of America is to prepare young people to make ethical choices over their lifetime by instilling in them the values of the Scout Oath and Law.

In addition, Venturing provides the skills needed for young adults to make ethical choices, experience a fun program full of adventure and challenges, acquire leadership skills, and to take advantage of opportunities to advance their skills and knowledge in the areas of high adventure, sports, arts, hobbies, religious life, and Sea Scouting. The program serves youth aged 14-20, or age 13 who have completed the 8th grade.

Exploring Mission: To provide engaging and relevant grades 9-12 solutions that positively impact academic performance, social & emotional maturity, character development, and career education for all students.

Exploring is (BSA's) Learning for Life's career education program for young men and women who are at least 14 (and have completed the eighth grade) or 15 years of age but not yet 21 years old. Adults are selected by the participating organization for involvement in the program. Color, race, religion, gender, sexual orientation, ethnic background, economic status, and citizenship are not criteria for participation.

Local community organizations initiate an Explorer post by matching their people and program resources to the interests of young people in the community.

Strategic Objectives:

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

Goal #1: Establish a chair, committee members, and mission for this new committee.

Strategy 1a: Appoint a chair and help that chair recruit a committee.

Strategy 2a: Committee and chair define the mission and additional goals/strategies.

Outcome/output:

1a. Recruit chair and committee by March 1, 2016.

2a. Mission, goals and strategies are identified by May 1, 2016.

UPDATES FOR 2017

Outcomes 1a/2a: amend due dates to March 1, 2017 and May 1, 2017, respectively.

All other goals and strategies for Older Scouting Program remain unchanged for 2017.

Outdoor Program

Chair: TBD

Contributors

Mission: (Climbing, Aquatics and Shooting Sports)

To provide quality, challenging and safe outdoor programs to a greater number of youth throughout the Capitol Area Council, in accordance with the aims and methods of the Boy Scouts of America.

Strengths

- Proactive professional staff.
- Good volunteer service ethic.

Opportunities

- Working with other organizations and individuals to partner in new program opportunities.
- Simple, consistent process to identify solutions to property, program area, and staff constraints.

Weaknesses

- Use/overuse of LPSR and program areas throughout the year by Troops and crews.
- COPE is held in isolation at Griffith League
- Insufficient program space on LPSR.
- Requirement that units train and deliver their own outdoor programs is not realistic with ScoutReach or small units.
- Timely communications of trainings.

Threats

- Programs limited to those units willing to provide trained leaders – metrics on same for our 185 Troops, 79 Crews.
- Parents and volunteers not willing to commit to program dates.
- Lack of new volunteers for program leadership.

*** Goal #1: Establish a chair and committee members for this new Outdoor Program Committee**

Strategy 1a: Appoint a chair and help that chair recruit a committee.

Outcome/output measure: Chair is appointed by March 1, 2016; committee named by May 1.

Goal #2: Identify and propose specific improvements to the Outdoor Program.

Strategy 1a: Develop and propose a plan to the board to expand the Shoot Sports Program areas in the pistol range, archery range, muzzle loading and rifle range berms. Work with the Finance Committee to identify a proposal for seeking funding from external organizations that support such programs.

Strategy 1b: Develop and propose a plan to the board for expanding the aquatics programs and activities.

Outcomes/measures:

- 2a. Comprehensive plan for expanding Shooting Sports, including costs, is developed and presented to the Board in 2016.
- 2b. Comprehensive plan for expanding Aquatics Programs, including costs, is developed and presented to the Board in 2016.

Goal #3: Identify new Outdoor Programs that can be added and used to improve unit programs.

Strategy 3a: Identify and propose at least one new functional (e.g. biking, sports, camping, etc.) or observational (e.g. environmental/conservation, birding, service to parks, nature themes, etc.) program that would be attractive to and enhance a unit's overall outdoor program.

Outcome/measure:

- 3a. Ideas for new outdoor programs, assessed by a sample of units as being highly desirable, are proposed for development.

UPDATES FOR 2017

Goal 1 was achieved/completed in 2016; other goals and strategies will remain the same.

Properties

Chair – Robert L. Golding

Contributors:

Mission

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

Strategic Objective

Provide adequate facilities to meet the program and administrative needs of current and future members of Capitol Area Council.

Strengths

- Council operates 7 camps and one administrative/retail facility. Six (6) separate pieces of property are owned and one (1) has 99-year lease.
 - The Frank Fickett Scout Training and Service Center property serves as the administrative headquarters, retail shop, and hosts hundreds of meetings and training events with thousands of users per annum.
 - Multiple use facilities such as dining hall, commissary, etc. at LCRA Lost Pines Scout Reservation.
 - Griffith League Ranch has produced much needed endowment and operating revenue contributing to financial stability.
- Active and informed Properties Committee.
- Properties vary in topography and program opportunities.
 - 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.

Weaknesses

- Some camps are underutilized and the LCRA Lost Pines Scout Reservation is over utilized.
 - Lack of basic infrastructure, shelters, and utilities at all camps.
 - Inadequate transportation to program areas at LCRA Lost Pines and Griffith League Ranch.
 - Council has not historically budgeted for adequate capital reserves nor a schedule for equipment replacement.
 - Lack of adequate WiFi/connectivity at all camps.
 - Lack of updated master plans for all properties.
 - Annual road and building maintenance at camps has not been adequate for current usage.
 - Seasonal usage of facilities is extraordinarily high compared to off-season.
- Council does not own all camp maintenance equipment for the adequate upkeep of the property.

- The Council encompasses an area of diversity of topography, geology, and nature on the East and West sides of the Balcones Fault.
- Inadequate number of staff to take care of properties.
- Council has not established a standard Accessible/ADA compliance policy for each camp and property.
- 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 (HCP) for the Griffith League Ranch.
- Griffith League Ranch holds a valuable and marketable resource in the form of habitat conservation “credits” under the HCP.
- Griffith League Ranch is both an asset and a liability.
- Fickett Service Center has ample office space to meet the future needs of staffing to serve increasing number of youth members.
- Steve Matthew’s Scout Shop has ample space for future needs and continued customer satisfaction.
- Explore use of all council facilities for off-season use by outside agencies. Facilities and amenities can be available to other entities (schools, associations, etc.) and for other uses.
- BSA/Council are open to collaborations with other organizations for complimentary uses.
- BSA has a strong conservation ethic and a reputation for environmental leadership.

Threats

- Historically there are periods during which endowment funds did not provide sufficient cash flow to adequately fund routine maintenance making more difficult.
- Environmental requirements might limit uses of properties or require costly modifications.
- Keeping up with OSHA and ADA standards.
- Today’s youth are less interested in outdoor activities vs. indoor activities.
- Indiscriminant use of capital and operations resources could waste opportunities.
- Council history of underfunding capital and operational needs at our camps/properties has placed the Council in a reactive mode.

Goal #1: Establish and get board approval of a properties master plan for developing and maintaining facilities and ensure long-term value to the members of Capitol Area Council.

Strategy 1a: Develop a strategic and tactical plan to have basic shelter, sanitation, and safety infrastructure at each property adequate to fulfill and deliver on the operational goals of the Council. Plan will include environmentally sustainable designs and uses of camping grounds and facilities. These improvements should make the facilities more attractive to campers. Examples include: platform tents, pavilions, Wi-Fi, modern/adequate bathrooms, modern meeting space, world-class program facilities, etc.

Strategy 1b: As part of the properties master plan, identify a checks-and-balances process for review and recommendations to the Board of acquisition of proposed new properties and/or repurposing of existing properties.

Strategy 1c: Coordinate with the Board and Finance Committee to identify time-lines and funding plans for implementing the adopted strategic and tactical plans.

Outcome/Output Measures:

1a1. Prepare an updated, comprehensive properties master plan.

1a2. Present and gain Board approval for the properties master plan.

1b. Construction projects meet the criteria of the Properties Master Plan for architectural theme, construction design, budgets, specs, plans, contract, and timelines.

1c. Work with Council staff to implement the time-table/plan.

Goal #2: Ensure there is a consistent amount of funding available year-to-year for maintenance and for appropriate fixtures and equipment.

Strategy 2a: Recommend to the Executive Board a funding formula for property maintenance (i.e., set percentage of the revenue stream year-to-year). Ensure equity funding for maintenance, fixtures, equipment, staffing, and program facilities.

Strategy 2b: Take a critical look at the way priorities and budgets are set and managed for Council-owned properties and facilities making specific recommendations for a funding formula for property maintenance.

Outcome/Output Measures:

2a. Properties committee present maintenance funding recommendation to the Executive Board within one year of the Master Plan completion.

2b. Properties committee compiles the annual budget with staff support. Quarterly review and reporting to the Board on both allocations and actual expenditures on adopted budget.

Goal #3: Develop a process for careful consideration of liquidating properties that are underutilized, not cost effective to operate, or that are a liability to the corporation.

Strategy 3a: Properties committee will propose for adoption by the Executive Board a "sunset process" for reviewing owned properties, camps, and facilities. Beginning in

2016 and continuing every five years thereafter, the Council should fully explore and carefully consider the disposition or re-purposing of any under-utilized or economically unfeasible to operate property in order to accommodate and balance the growth and use of other properties within the portfolio.

Outcome/Output Measures:

- 3a. The adoption by the Executive Board of the Sunset Process.
- 3b. The full review in 2016 of all council properties under the Sunset Process.

Goal #4: Establish and maintain a volunteer support committee for each camp.

Strategy 4a: 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.

Strategy 4b: 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.

Strategy 4c: 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 agenda and distributed to the all members of the Executive Board.

Strategy 4d: The “owner” team will be responsible for proposing its leadership succession to the properties committee chair for his or her approval. Consideration should be given to the continuity of practice and preservation of historical knowledge.

Outcomes/Outputs:

- 4a. Ownership team concept is documented in Property Master Plan.
- 4b. Ownership team conducts baseline property inventory and maintenance assessment.
- 4c. Teams prepare annual wants-need list and bring to bear the resources from the community for the benefit of the camp and users.
- 4d. Ownership team provides its proposed succession plan to the Chair of the Properties Committee for his or her approval.

UPDATES FOR 2017

All goals and strategies for Properties remain unchanged for 2017.

STEM Scouts Pilot Program

This proposed committee to be defined in Q1 2016.

Chair – TBD

Contributors: Ben Turner and Davis Fox

Mission:

Goal #1: Develop a robust and sustainable new Scouting program which promotes and encourages interest in science, technology, engineering, and math (STEM).

* Strategy 1a: Develop a volunteer, council-level committee to provide support and guidance to the STEM program.

* Strategy 1b: Establish 20 STEM labs focusing on the geographical areas that have expressed interest in the program.

Strategy 1c: Develop and implement a plan for using the mobile lab (Vortex) to promote STEM Scouts corporately and to the youth of Central Texas.

Outcome/Output:

1a. Council committee is named and has its initial meeting by March 15, 2016.

* 1b. 20 STEM labs are established by December 1, 2016.

1c. Plan is developed, implemented, and reported to the Board by June 15, 2016.

Goal #2: Develop a finance plan to allow STEM Scouts to provide for its equitable share of the operating and capital budgets.

* **Strategy 2a:** In 2016, put in place a family FOS program for each STEM lab as created.

Strategy 2b: Develop a 2016 Capital budget for the STEM program.

Outcome/Output:

2a. FOS program is adopted and implemented for each STEM lab.

2b. Capital budget is proposed to the Finance Committee and Board.

Goal #3: Share and receive best practices in STEM Scouting from regional and national levels.

Strategy 3a: Coordinate with Sam Houston and Circle 10 Councils to share best practices.

* **Strategy 3b:** Hold a Fall conference for Area 2/3 Councils with a STEM program for formal transfer of information practice and procedures.

Strategy 3c: Provide quarterly feedback at the professional level on programming to the National program.

Strategy 3d: Participate at the National and Regional levels for STEM Scouting for 2016 and beyond.

Outcome/Output:

- 3a. Report on what was gained and received from these councils
- * 3b. Area STEM conference is successfully conducted in CAC.
- 3c. Quarterly feedback is reported.
- * 3d. Use provided curriculum for weekly programs and be active in regularly scheduled national calls and conferences.

Goal #4: Evaluate STEM program at the end of fiscal year 2015 and 2016

Strategy 4a: Calculate and evaluate cost per enrollee in comparison with traditional Scouting.

Strategy 4b: Evaluate National office support versus expectations.

Strategy 4c: Evaluate use of Vortex and its value to the program.

Outcome/Output:

- * 4a. Reported to the Board by December 1, 2016.
- * 4b. Reported to the Board by December 1, 2016.
- * 4c. Reported to the Board by December 1, 2016

UPDATES FOR 2017

Strategy 1a: change "STEM Program" to "STEM Scouts Pilot Program."

Strategy 2a amended to read "In 2017, put in place..."

Strategy 3b amended "hold conference" to "gather annually."

Outcome 3b replace "conference" with "annual meeting."

Outcomes 4a, 4b, and 4c amended to be "...reported to the board by April 1, 2017."

All other goals and strategies for STEM Scouts Pilot Program remain unchanged for 2017.

Strategic Planning

Chair – Barry Bales

Contributors: Doug Rose – Vice Chair, Nino Aranda, Ellen Ault, Glenn Beck, Jim Beck, Scott Burton, Jenny Deen, Derek Fortin, Will Gregorcyk, Theresa Northcutt, Jason Riley, Ken Rydolph, Jeanette Schmitz, Esther Schneider, Jeff Scruggs, Paul Taylor, John Urban, and Leigh Wyatt.

Mission

To facilitate an on-going process to identify and implement the goals and strategies needed to strengthen the Scouting program in the Capitol Area Council.

Goal #1: Better understand the projected environment in which Scouting must operate for the next five years.

Strategy 1a: Through available sources (e.g. Texas Data Center, Austin demographer, ISDs in CAC, data available through BSA, etc.) identify information that projects the changing demographics, societal influences, and other environmental factors that could have an impact on the goals and strategies for Scouting in the Capitol Area Council.

Outcome/Output Measure:

1a. Report is prepared and shared with the Council Board/Council Committees.

Goal #2: Ensure that a Strategic Plan is prepared, adopted, implemented, monitored, and periodically updated.

Strategy 2a: Ensure that a broad representation from districts and program areas are involved in identifying goals and strategies for the Strategic Plan.

Strategy 2b: Propose for adoption by the Board a comprehensive Strategic Plan every five years.

Strategy 2c: Monitor and report progress on the goals and strategies to the Board on a quarterly basis.

Strategy 2d: At least once per year, convene a sub-group of the Strategic Planning Committee to assess the current plan and identify recommended changes, if appropriate.

Outcome/Output Measures:

2a. Membership on the Strategic Planning Committee reflects all CAC districts.

2b. Board adopts a Strategic Plan.

2c. Progress reports are quarterly prepared and delivered to the Board.

2d. Sub-committee is convened once each year and recommendations for updates to the Strategic Plan are made to the Board.

UPDATES FOR 2017

Add a new Goal #3 that reads "Identify potential pilot projects that could have a high impact on strengthening Scouting in the Capitol Area Council.

Add a new Strategy 3a that reads "Propose to the Scout Executive and CAC President potential high impact pilot projects that transcend any one committee's responsibilities."

Add a new Strategy 3b that reads "Assist in organizing volunteers to lead selected pilot projects."

Add an Outcome 3a/b that reads "Pilot projects are selected and implemented.

All other goals and strategies for Strategic Planning remain unchanged for 2017.

TRAINING

Chair – James Hall

Contributors: Kamal Amer, Tracy Barba, Quida Kammer, Toni Malone, Joshua Moses, Rebecca Porter, Jamie Wenske, Sandy Wahl, Pam Martin, Kevin Yandell, Marla Thomas, Beverly Roddy, and Nino Aranda.

MISSION

To develop Scouting leaders through training in the delivery of a consistent and high-quality Scouting program.

STRATEGIC OBJECTIVE

Enhance and promote existing training programs and explore/pilot alternative methods to appeal to different styles and address different issues.

**** GOAL #1: Promote existing training programs through the use of alternative delivery methods.***

Strategy 1a: Within 6 months, the training team will develop one course (troop committee challenge) to be piloted in an on-line group delivery method.

Strategy 1b: Within 18 months, based on feedback from the pilot course, the training team will revise and conduct an additional two courses during the next 12 months.

Strategy 1c: Within 24 months, the training team will sponsor a Council-wide “How To” training session to develop and enable district and unit trainers to conduct the interactive online training sessions.

Goal #1 Outcome/Output Measure(s):

1a: Participation will be obtained and reported from attendance sheets and satisfaction level will be gauged from post-training surveys.

1b: The number of participants trained in each of the online sessions will be recorded and reported.

1c: Trainee satisfaction level of participants in the council-wide “How To” training will be gauged from post-training survey and reported.

GOAL #2: Enhance Council and district websites to facilitate easy access to training information, requirements, and opportunities.

* Strategy 2a: Within 6 months, canvas a sample of cub leaders and troop leaders in each district to identify what information they expect to get from the Council and their respective district websites.

* Strategy 2b: Within 12 months, ensure that training event information is published on Council and respective district websites on a consistent, on-going basis at least 90 days prior to each event.

Strategy 2c: Within 24 months, design the websites to meet the needs of leaders and update Council and district website training information to meet the minimum 90-day deadline.

* Strategy 2d: Within 24 months, target 100% of districts to use the Council online registration system for district and Council training events.

Goal #2 Outcome/Output Measure(s):

2a: Survey results from Strategy 2a will be shared with all district training members. A Council e-newsletter update will announce upcoming enhancements to the Council website.

2b: On a quarterly basis, review how many district training activities are on the Council website and match information on district websites.

2c: Monitor frequency of visits (“hits”) to Council training pages. Conduct user satisfaction surveys twice per year to gauge satisfaction level and incorporate additional improvements.

2d: 100% of district and Council training events will be on Council registration system (“Doubleknot”).

GOAL #3: Increase marketing/promotion of training opportunities available online and across the council.

Strategy 3a: Within 6 months, the training team will work with the communication and membership teams to publicize the availability and value of training available in three formats: classroom training throughout CAC, the new online training offered in goal 1 above, and the online training available through the national BSA.

Goal #3 Outcome/Output Measure(s):

3a: Within 6 months, a 12-month calendar of promotion will be developed, delivered and monitored

GOAL #4: Improve accuracy of training records.

Strategy 4a: Within 6 months, promote and conduct two training sessions on the use of the new training manager tool to unit Key 3’s, district Key 3’s, and district training chairs.

Strategy 4b: Within 6 months, district training chairs will canvas at the unit level to determine training records that are not up to date. District training chairs will work with Council staff and training manager tool to update training records as identified.

Strategy 4c: Council training chair works with Council staff to develop a standardized electronic reporting form for training records. Council training chair verifies training rosters are transmitted to the Council office electronically within 30 days following each district and council training event.

Strategy 4d: Within 12 months, Council training chair works with Council staff to generate monthly reports for each district on newly-trained leaders.

Goal #4 Outcome/Output Measure(s):

4a: Number of participants trained and satisfaction gauged by post-training survey.

4b-4d: Trained % statistics from Council office reports.

Goal #5 – Enhance the transfer to the volunteer’s Scouting job of skills learned in training
(shared goal with Commissioners)

Strategy 5a: Pilot, in collaboration with the district commissioners staff, one experimental “transfer of training” project to enhance the integration and application of new skills among a sample of newly trained leaders in each district. This sample of leaders might come from one specific training course, and methods to enhance training might include follow-up mentoring, coaching, job aids, etc.

Goal #5 Output/Outcome Measure

5a: End of year report from the district training chair on what was tried and the results of the pilot “transfer of training” project. These reports might be shared with all district commissioner and training staff to identify ‘best practices.’

UPDATES FOR 2017

Goal #1 removed; the National Volunteer Development Committee has developed numerous on-line position specific trainings that do the same as this goal.

Strategy 2a amended to read “Collaborate with the Marketing Committee to secure external funding for a Website Usability Study which is key to current strategic plan goals and future path for council website.”

Strategy 2b accomplished in 2016.

Strategy 2d amended to read “Promote use of and ensure district compliance with the use of Doubleknot as the primary registration system for training events and attendance reporting in conjunction with the new Standardized Attendance Report.”

All other goals and strategies for Training remain unchanged for 2017.

Unit Service

Chair – Steve Allen

Contributors: Wayne Courreges and Dave Walshak

Mission: The Commissioner Team exists to provide Unit Service to all of the Packs, Troops, Teams, Crews, Posts and Ships in the Council. With the support provided by Commissioners to each and every unit, we can insure that the Unit leadership receives advice and training that will be helpful for the unit success and growth. With this support the units can offer the promise of Scouting and delivery of a quality program that will ultimately achieve the goals of the Council.

STRENGTHS

- Strong unit commissioner team.
- Ongoing commissioner training
- Re-charter of units and unit retention high.
- Professional staff works well w/commissioners.
- Engaged base of volunteers.

OPPORTUNITIES

- Integration & promotion of new programs.
- Better use of social media to serve units
- Support new units and training with new technologies.
- Commissioner accountability in visits to all units.
- Promote the good things of Scouting in the Communities.

WEAKNESSES

- Not all units are visited in every district.
- Commissioners not fully engaged in Tools.
- National Commissioner Tools problems.
- Roundtable attendance and program need help.
- Tools do not support Venturing program.

THREATS

- More stress getting volunteers to take district roles.
- Volunteer time constraints.
- Generational differences in Scouting engagement.
- Chartered partner ongoing commitment.

We will support the Council Strategic Objectives through the Commissioner Team by engaging in the following Goals/ Strategies over the next five years:

Goal #1: Committed unit service to every unit in our council.

Strategy 1a: Recruit sufficient number of Commissioners to maintain a 2:1 Unit to Commissioner ratio.

Strategy 1b: Visit every unit in the Council at least 6 times per year.

Strategy 1c: Assign a dedicated new Unit Commissioner to every new unit formed in the Council.

Output/Outcome Measures:

- 1a. Ratio of # of units to commissioners is reported for each district each quarter.
- 1b. # of visits per unit is reported each quarter.
- 1c. 30, 60, and 90 day reports on commissioner actions with all new units.

Goal #2: Develop and maintain sustainable units.

Strategy 2a: Analyze all our units through the use of detailed assessments within the Tools program to help guide their success. Report on the health of all our units twice yearly, and share with pertinent Council committees.

Strategy 2b: For those units identified as needing additional help, develop and Implement specific additional support for as long as necessary. These additional support efforts may require multiple commissioners and/or collaboration with other appropriate district level committees.

Strategy 2c: Recharter 95% of all our units each year on time.

Output/Outcome Measures:

- 2a: Twice yearly unit health reports to the board from each district.
- 2b: Report quarterly on the additional support efforts for individual units.
- 2c: % units rechartered on time.

Goal #3: Commissioner team interaction with training support.

Strategy 3a: Work with the training committee to insure that every unit has trained leaders by encouraging training participation and expectation of trained leadership in all direct contact positions as a minimum.

Strategy 3b: Communicate the district and Council training events and promote their participation.

Strategy 3c: Encourage the use of online training tools through my.Scouting.

Strategy 3d: Pilot, in collaboration with the district training committee, one experimental “transfer of training” project to enhance the integration and application of new skills among a sample of newly trained leaders in each district. This sample of leaders might come from one specific training course, and methods to enhance training might include follow-up mentoring, coaching, job aids, etc.

Output/Outcome Measures:

- 3a/b/c: # of trained leaders for each unit.
- 3d: End of year report from the district commissioner on what was tried and the results of the pilot “transfer of training” project. These reports might be shared with all district commissioner and training staff to identify ‘best practices.’

Goal #4: Develop improved Roundtable participation and program.

Strategy 4a: Specific Commissioners assigned to Roundtable in every district and at the Council Commissioner level.

Strategy 4b: Promote the New Roundtable National Programs and training of all Roundtable Commissioners along with ongoing Roundtable breakouts quarterly at Council-coordinated events.

Output/Outcome Measure:

4a/b: # of roundtables and attendance tracked for each district; reported quarterly.

Goal #5: Support each unit in maintaining or improving its JTE rating to Bronze, Silver, and Gold levels.

Strategy 5a: Unit commissioners are aware of each unit's prior year JTE rating, and provide support to their units in the areas needed to reach at least the Bronze level if they did not achieve that in the prior year, advance to the Silver level for those units who were at the Bronze level in the prior year, and move to or maintain at the Gold level for those units who were either Silver or Gold in the prior year.

Output/Outcome Measure:

5a: Unit commissioners complete in May and October a detailed assessment within Commissioner Tools of each unit's progress in JTE.

UPDATES FOR 2017

All goals and strategies for Unit Service remain unchanged for 2017.

Other Council Support Functions

The following committees are in areas of specific support/ response to the Council and, by the nature of their work, do not have a typical strategic plan. These functions are critical to the operation of the Capitol Area Council and in that strategic sense should be mentioned in the CAC Strategic Plan.

Investments – Craig Hughes

The Investment Committee (“IC”) exists to provide oversight specific to the investment activities of the Capitol Area Council (“CAC”) and its endowment funds. The CAC receives an annual distribution from the endowment funds which is used to fund operations, capital maintenance, and delivery of the program to the youth served.

The CAC Executive Board appoints an Investment Manager for the endowment funds, and the Committee, in turn, provides oversight, guidance and support to the Investment Manager. This oversight and support involves attendance at quarterly meetings, participation in discussions regarding approval of items such as: proposed managers, rebalancing recommendations, introduction of new asset allocation categories, and other similar tasks. The IC meets quarterly at dates determined by the Scout Executive, the IM, and the Committee Chair. The IC consists of a Chairperson, the Scout Executive, the current Council Treasurer, the current Board President, along with other community volunteers with varying levels of investment experience. Also typically in attendance are the Scout Executive, the Council’s Accountant, and a Trustee representing the financial institution in which a portion of the endowment funds are held (currently Frost Bank).

Legal – Steve Welch

The Legal function is a risk management role that primarily serves the President, the Board, and the Scout Executive. The role of this volunteer is to give advice on issues that might have liability exposures, and include the following: developing personnel or third-party issues, contracting issues, corporate compliance issues, monitoring litigation and advice on resolving cases, coordinating with insurance counsel and national attorneys, key child protection issues, membership disputes, charges of discrimination, fundraising issues, and high profile complaints. Overall, Legal is focused on resolving discrete problems that advance Scouting within the Capitol Area Council.

Council Relations – M. Shepherd Strong

The Council Relations Function (“CRF”) covers relations issues in Scouting, such as disputes, membership issues, special needs issues or youth protection issues. The Vice President Council Relations (“VPCR”) heads this function. Issues are referred to the VPCR by Staff. The VPCR acting with the Scout Executive decides how to handle each issue, some of which are

referred to the Committee on Council Relations (the “Committee”) which is headed by the VPCR. The Committee meets with those involved and then makes recommendations to Council. The Committee may also make recommendations to Units, Chartering Organizations or others as appropriate. Generally three to five individuals are chosen to serve to handle each specific issue referred to the Committee. Meetings and investigations conducted by the Committee are designed to be non-confrontational and non-adversarial. Council works with the VPCR and the Committee to decide what action, if any, Council will take on each issue.

Section 3

Additional Strategic Planning Initiatives Suggested for CAC for 2016 and Beyond



Next Steps in Strategic Planning

As was suggested in the first part of this document, it is imperative that strategic thinking and planning become an ongoing rather than a once-every-five-year process. New programs, like STEM, will continue to arise and may often require a shift in priorities. It is important that such new initiatives – and discussions about shifting priorities – be considered in a thoughtful and strategic way. In an era of tight budgets and limited volunteer resources, we must become better at identifying and focusing our efforts on those initiatives that will have the biggest impact on strengthening Scouting. That will entail piloting new initiatives that seem to hold promise for high impact, and discontinuing some long-tenured initiatives that no longer meet those criteria.

The 2016-2020 plan, as outlined here, should drive actions throughout 2016. Concurrently, though, efforts will begin in early 2016 to identify and address issues we weren't able to include in the 2016-2020 plan. Some of these include:

- Information technology improvements – how do we make it easier for volunteer leaders to do their jobs, register for and get access to training, access and generate timely reports, more easily navigate and interact with the website, etc. The National BSA has initiatives underway in these areas, and an effort is included in this Plan in the Administration Committee's goals for beginning work in this area. Further discussions are needed to identify improvements we can make at the Council level.
- Print and online resource materials – the BSA has a wealth of helpful information and resources for helping volunteer leaders do their jobs. How do we make it easier for our volunteers to find these materials? How do we make these materials usefully accessible with mobile devices? How might we divide these materials into 'chunks' that enable just-in-time learning? What new materials or job aids are needed to help our leaders deliver an outstanding Scouting experience to every Scout every time?
- How do we make Council resources more available in districts? The Fickett Center is a wonderful Council asset, but travel time and costs reduce the effectiveness of that asset for many of our parents and volunteer leaders. What new ways of conducting online meetings can be facilitated by the Council? Should we consider a satellite location to accommodate our large geographic area?
- Best practices – how do we get better at quickly and easily sharing best practices in all Scouting areas? Who is doing the best – and how are they doing it – in Webelos crossover, district camporees, communicating Scouting achievements in communities, starting and supporting new units, recruiting volunteers, orienting new parents, selling popcorn, FOS campaigns, mentoring leaders, running unit committees, etc.? What processes can we put in place in the Council and districts to share these best practices?

- The Governance Committee has the responsibility for review of the current organizational chart/committee structure, and in the coming year might convene a broader discussion about the needs for changes to that committee structure. Where should the new STEM/STEAM programs be located? What about those programs that cross current committee lines, such as Exploring, Venturing, and Scoutreach? What changes are needed in the committee structure to help us better deliver the Scouting program?
- Given the challenges we face in Scouting, how do we collectively think, plan and organize in smarter ways? How do we build a stronger, collaborative team among volunteers in units, districts, council, and professional staff? How do we break out of the 'way we have always done it' thinking and organize functions to better focus on what really matters in strengthening Scouting? How do we do a better job of working across committees and functions to focus on outcomes in Scouting?