



STRATEGIC PLAN 2013-2017

# SAM HOUSTON AREA COUNCIL EXECUTIVE SUMMARY



LEADING YOUTH TO LIFELONG  
**VALUES • SERVICE  
& ACHIEVEMENT**



**REACHING** GREATER HEIGHTS...  
**CHANGING** MORE LIVES...



# INTRODUCTION

Dear Supporters

The Sam Houston Area Council has been a vital force in preparing our youth for tomorrow with a program that focuses on character, leadership and service. To continue our great work, we must re-tool our approaches to address the challenges of demographics, technology and resources. In order to expand and improve, diversify our reach and strengthen the impact of both Scouting and our school-based Learning for Life, we reviewed the following critical areas:

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**KEY AREAS OF FOCUS: GROWTH ■ DIVERSITY ■ SAFETY ■ QUALITY ■ RESOURCES**

We thank all the volunteers and staff that have dedicated significant time and effort throughout 2012 to prepare this plan. We invite you to review the objectives and strategies that will direct our work for the next five years. As with any plan, the key to success will be implementation and we have included measurable targets for each area of our plan. We will report progress on these targets periodically to the Board of Directors and in our Annual Reports. Where applicable, we have aligned our achievements to the BSA's Journey to Excellence performance ranking system, which is reviewed each quarter by the Board.

Through strong support from our volunteers, chartering organizations, parents, and private and corporate donors, we will grow the Sam Houston Area Council to positively impact more youth in our communities and help them **BE PREPARED...FOR LIFE.**

Thank you for your continued support,



Rodney W. Eads  
Chairman of the Board  
Chairman, Strategic Plan



Brian Foster  
Council Commissioner



Thomas O. Varnell  
President / Scout Executive

# MISSION



TO INCREASE THE NUMBER OF YOUTH,  
ADULTS AND CHARTERED ORGANIZATIONS THAT EXPERIENCE  
THE LIFE-CHANGING PROGRAMS OF SCOUTING  
IN EACH AND EVERY COMMUNITY WITHIN  
THE SAM HOUSTON AREA COUNCIL

# MEMBERSHIP

**TASK FORCE MEMBERS**

**Beto Santos - Chairman**

Dennis Cornwell	Dennis Olheiser
Sheriff Adrian Garcia	Andy Chapman
Lionel Jellins	Thomas Franklin – Staff Advisor
Dat Dao	Chris Laycock – Staff Advisor

**DESIRED RESULTS**

To increase the amount of Traditional Scouts and Explorers served by the Council to 60,000

To increase the youth membership market-share in the Hispanic, African-American, and Asian communities so that our membership more closely reflects the diversity of our community

To build and strengthen relationships with current and future chartered organizations and increase the number of Traditional and Exploring units to 2,000 total

Ensure that our Traditional and Learning for Life programs focus on delivering a quality program that maximizes impact and retention.

Hold the Council to the highest possible standards in regards to membership management and validation procedures.

**AREAS OF FOCUS**

- Membership Recruiting
- Membership Retention
- Unit Retention
- New Unit Development
- Learning for Life
- Relationships
- Membership Management

## MEMBERSHIP RECRUITING

Traditional and Exploring Programs

**OBJECTIVE**

Increase the number of Scouts and units in the Council by creating units at new and existing chartered organizations with an emphasis on under-represented areas.

**GOAL**

To have youth membership more closely reflect the community demographics.

**STRATEGY**

Develop annually a plan for membership recruiting that focuses on a “year-round” membership strategy that encompasses all of our programs – Cub Scouting, Boy Scouting, Venturing, and Exploring

Address the growing trend of limited or no school access and implement alternative strategies

Strengthen the All-Markets committees to reach targeted demographic areas.

Develop Council-level strategies for Boy Scout and Venturing recruiting



**EXPECTED OUTCOMES** An increased number of Scouts recruited in each of our programs  
 A larger base of volunteers focused on membership growth throughout the Council.  
 Achievement of Gold level of Journey to Excellence for membership growth standard  
 A lessened impact of school access loss to districts that face that issue

**MEASUREMENT** Membership Registration Data per Scoutnet

**ANNUAL BENCHMARKS** 2012A 51,211 Scouts and Explorers  
 2013 – 52,968 Scouts and Explorers  
 2014 – 54,725 Scouts and Explorers  
 2015 – 56,482 Scouts and Explorers  
 2016 – 58,239 Scouts and Explorers  
 2017 – 60,000 Scouts and Explorers

## MEMBERSHIP RETENTION

**OBJECTIVE** Increase the number of Scouts and Explorers in our programs by increasing the number of youth retained in our programs annually

**GOAL** Increase the number of retained youth in Scouting from 68.5% in 2012 to 71% in 2017.

**STRATEGY** Develop a mechanism to contact Scouts that leave our programs  
 Invite all dropped Scouts to rejoin our programs  
 Collect information from Scouts related to why they leave our programs.  
 Solicit best practices from other Councils that have significant success in retention.  
 Implement a process to contact in real-time, Scouts that have stopped attending meetings in paraprofessional-led units in the Central Division

**EXPECTED OUTCOMES** Increase the number of youth retained in our programs  
 Identify the most common reasons for youth leaving our programs  
 Each dropped Scout is given the opportunity to rejoin Scouting

**MEASUREMENT** Membership Retention Percentage for Journey to Excellence

**ANNUAL BENCHMARKS** 2012A Youth retained: 70%  
 2013 – Youth retained at 70.5%  
 2014 – Youth retained at 71%  
 2015 – Youth retained at 71.5%  
 2016 – Youth retained at 72%  
 2017 – Youth retained at 72.5%



## UNIT RETENTION

<b>OBJECTIVE</b>	Increase the number of units in the Council by focusing on retaining every possible unit annually
<b>GOAL</b>	Increase the percent of units retained from 90% in 2012 to 92.5% in 2017.
<b>STRATEGY</b>	Identify which units are in danger of dropping as early as possible through indicators in the summer unit health survey process  Develop a quarterly analysis system for units deemed to be in danger of dropping. The follow up should be driven by the Division Commissioner team
<b>EXPECTED OUTCOMES</b>	A complete real-time inventory of units that are in danger of dropping across the Council  A series of concentrated efforts to ensure that each district puts a great deal of attention into the retention of units in trouble  Best practices identified for retaining units that are in trouble
<b>MEASUREMENT</b>	Unit Retention Percentage
<b>ANNUAL BENCHMARKS</b>	2012A Retained units: 88% 2013 – Increase of retained units to 89% 2014 – Increase of retained units to 89.5% 2015 – Increase of retained units to 90% 2016 – Increase of retained units to 90.5% 2017 – Increase of retained units to 91%

## NEW UNIT DEVELOPMENT

<b>OBJECTIVE</b>	Increase the number of Scouts and units in the Council by creating new units at new and existing chartered organizations with an emphasis on any area of the Council that is underrepresented in our membership.
<b>GOAL</b>	Increase the number of Traditional and Exploring units from 1,828 in 2011 to 2,000 in 2017.
<b>STRATEGY</b>	Increase the number of New Unit Organizers across the Council and provide them with the necessary training  Increase the number of New Unit Commissioners across the Council and provide them with the necessary training  Reach out to, and educate, faith-based chartered organization prospects in the underserved areas of our communities
<b>EXPECTED OUTCOMES</b>	A larger number of units serving the communities across the Council  Units in new communities not previously served  Greater credibility in local communities as new chartered organization partnerships are developed  More opportunities for local youth to join in their own local neighborhood
<b>MEASUREMENT</b>	Unit Registration Data in Scoutnet



**ANNUAL BENCHMARKS** 2012A Traditional and Exploring Units: 1833  
 2013 – 1867 Traditional and Exploring Units  
 2014 – 1900 Traditional and Exploring Units  
 2015 – 1934 Traditional and Exploring Units  
 2016 – 1967 Traditional and Exploring Units  
 2017 – 2000 Traditional and Exploring Units

## LEARNING FOR LIFE

(School-Based and Champions Programs, Excludes Exploring)

**OBJECTIVE** Maintain participation levels in our school-based and champions Learning for Life programs, focusing on maximum program impact

**GOAL** Learning for Life groups are completely self-funded.  
 Number of participants remains consistent with our Learning for Life license agreement with the National office.

**STRATEGY** Analyze annually the degree of impact of each of our Learning for Life programs and determine which of them should be renewed  
 Through the participating group sponsors (schools) and outside sponsors, ensure that all programs are self-funded

**EXPECTED OUTCOMES** A consistent number of youth participants annually in our Learning for Life programs – consistent with our license agreement  
 High-impact program delivery of character education and life skills  
 Positive relationships with schools and sponsoring organizations using the Learning for Life program

**MEASUREMENT** Roughly 10,000 Learning for Life participants served on an annual basis  
 No Registration Assistance needed for Learning for Life programs

**ANNUAL BENCHMARKS** 2012E Learning for Life programs self-funded: 43%  
 2013 – 60% of Learning for Life programs are self-funded  
 2014 – 70% of Learning for Life programs are self-funded  
 2015 – 80% of Learning for Life programs are self-funded  
 2016 – 90% of Learning for Life programs are self-funded  
 2017 – 100% of Learning for Life programs are self-funded

## RELATIONSHIPS

**OBJECTIVE** Community and chartered organizations perceive the Boy Scouts of America to be an integral part of their youth service program and an asset to their community.

**GOAL** To have youth membership more closely reflect the demographics of our community.

**STRATEGY** Build and maintain relationships with existing chartered organizations  
 Identify and cultivate partnerships with new community organizations







Strengthen the All-Markets committees to help reach targeted demographic areas

Strengthen the relationships committees and efforts at the Council and district levels

**EXPECTED OUTCOMES**

- More chartered organizations utilize Scouting
- Increase the number of units with existing chartered partners
- Increased awareness in the community of Scouting's values and benefits
- A more diverse volunteer base with a community relationships focus
- More African American, Asian and Hispanic youth served

**MEASUREMENT**

- Annual analysis of chartered organizations
- Ethnicity percentage analysis from Scoutnet

## MEMBERSHIP MANAGEMENT

**OBJECTIVE**

Ensure that the registration of additional membership, new units, and recharterers are completed as efficiently as possible while meeting all national and Council standards for membership validation.

**GOAL**

Membership is processed in an expedited and accurate manner  
The Council's membership registration is perfectly administered, relative to the Council and national standards for membership validation

**STRATEGY**

- Overhaul the existing Council recharter plan to streamline the process across the Council (coordinated rechartering)
- Continually examine our internal controls for membership validation and institute any changes necessary to hold the Council to the highest standard
- In years where there is no national membership audit, conduct a random self-audit

**EXPECTED OUTCOMES**

- Complete compliance with national and Council membership standards
- A condensed calendar for recharter processing

**MEASUREMENT**

- Results of national audits and self-audits are at the highest possible scores.
- Actual coordinated recharter percentages

**ANNUAL BENCHMARKS**

- 2012E Units have rechartered in December, 57%; online recharter: 96%
- 2013 – 80% of units have recharter in December; 100% online recharter
- 2014 – 100% of units recharter in December; 100% online recharter
- 2015 – 100% of units recharter in December; 100% online recharter
- 2016 – 100% of units recharter in December; 100% online recharter
- 2017 – 100% of units recharter in December; 100% online recharter



# MISSION



TO PROVIDE SAFE, QUALITY, RELEVANT PROGRAMS  
AND CAMPING OPPORTUNITIES TO A GREATER NUMBER OF  
YOUTH AND SPONSORING ORGANIZATIONS  
THROUGHOUT THE SAM HOUSTON AREA COUNCIL,  
IN ACCORDANCE WITH THE AIMS AND METHODS OF  
THE BOY SCOUTS OF AMERICA.

# PROGRAM

**TASK FORCE MEMBERS** **Roger Mosby – Chair**

Harry C. Drew	Karen M. O’Toole
Jerry Fochtman	Susan Yeldell
Stewart W. Gagnon	Ed Grun
Trey Jackson	Terry Krailo
David L. Foil – Staff Advisor	

## ACTIVITIES & CIVIC SERVICE

**OBJECTIVE**

Provide a high quality, exciting fall Cub Scout event that will engage newly recruited Cub Scouts and their parents.

Increase the number of youth and parents attending the fall Cub Scout event.

To encourage conservation and civic service by providing Council-wide opportunities for service.

To encourage youth to participate in service opportunities in their communities.

To exceed the “Journey to Excellence” Gold standard for service hours.

**GOAL**

Increase the number of attendees at Fun with Son from 1,124 to 1,500.

Increase number of service hours per Scout from 4.2 to 10.

Increase the number of youth participating in Scouting for Food from 3,809 to 7,500 and the number of units participating from 576 to 750.

Have at least 5,000 youth and 450 total units participating in fall conservation event.

**STRATEGY**

Inform and educate more families about Fun with Son and conservation projects.

Integrate Fun with Son into the fall recruiting effort.

Improve staffing for Fun with Son.

District Activity Chairs will promote events and train and encourage units to record service hours.

Schedule conservation and service events in all areas of the Council to allow more youth to have the opportunity to serve.

**EXPECTED OUTCOMES**

Increased attendance at Fun with Son.

Increased retention.

Increased visibility of Scouting in our camping facilities and communities.

Increased involvement in safe, age appropriate conservation events will result in better citizens and stronger communities.

Greater impact of the program on our youth.



**MEASUREMENT**

Actual attendance at Fun with Son.  
Actual number of service hours per youth.  
Actual number of youth and units participating in Scouting for Food.  
Actual number of youth and units participating in the fall conservation event.

**ANNUAL BENCHMARKS**

Fun with Son attendance	Scouting for Food
2012A 1149 Campers	2012A 4021 Youth, 430 Units
2013 – 1,200	2013 – 5,000 youth, 625 units
2014 – 1,275	2014 – 5,750 youth, 675 units
2015 – 1,350	2015 – 6,500 youth, 700 units
2016 – 1,425	2016 – 7,000 youth, 725 units
2017 – 1,500	2017 – 7,500 youth, 750 units
Service hours per youth	Fall Conservation Project
2012A 4.5	2013 – 2,000 youth, 175 units
2013 – 5.5	2014 – 3,000 youth, 270 units
2014 – 7	2015 – 3,750 youth, 340 units
2015 – 8	2016 – 4,500 youth, 410 units
2016 – 9	2017 – 5,000 youth, 450 units
2017 – 10	

**ADVANCEMENT**

**OBJECTIVE**

Provide support through marketing, training, and goal setting to increase advancement and reporting throughout the Council.

**GOAL**

Increase the number of advancements among all program areas.

**STRATEGY**

Implement marketing tools to aid in units receiving advancement information and training materials.

Provide support for District Cub Scout Advancement and Boy Scout Merit Badge events and Council Summer Camp and Winter Camps.

Provide outreach and training to units with low advancement reporting and/or reluctance to use online advancement.

Develop instructional materials to educate all units on National advancement guidelines.

Ensure all Merit Badge Counselors have completed Youth Protection Training.

**EXPECTED OUTCOMES**

Increased advancement in all program areas.

Increased retention.

Stronger units and active programming.

**MEASUREMENT**

Annual advancement reporting

**CAMPING**

**OBJECTIVES**

Provide safe and exciting programs that meet the needs and expectations of the 21st century Scout.

Provide year-round camping opportunities for all Scouts at Council camps.

To meet the needs and changes in young people’s expectations and set a new standard for SHAC camping and outdoor education.



<b>GOAL</b>	Increase the total number of youth participants at all Sam Houston Area Council properties to include resident and year-round camping.
<b>STRATEGIES</b>	<p>Development of a comprehensive Camp Promotion marketing plan for the Council camping program that reaches both Scouts and volunteers.</p> <p>Incorporate innovative programming to reach multi-cultural membership.</p> <p>Continue to develop and grow High Adventure program opportunities for all Scouts.</p> <p>Working with the other committees, develop a plan to celebrate the 100th Anniversary of the Sam Houston Area Council and the Order of the Arrow.</p>
<b>EXPECTED OUTCOMES</b>	Increase the actual number of participants in resident camps, day camps and year-round camping programs.
<b>ANNUAL BENCHMARKS</b>	<p>2012A El Rancho Cima Resident Camp: 3220 Youth, 798 Adults (237 units)</p> <p>2012A Bovay Scout Ranch Resident Camp: 449 Youth, 294 Adults</p> <p>2012A Camp Strake Winter Camp participants: 786 Youth, 509 Adults (81 units)</p> <p>2012A Day Camp participants: 4303</p> <p>2012A El rancho Cima year-round participant: 2581 Youth, 957 Adults (101 units)</p> <p>2012A Bovay Scout Ranch year-round participants: 5224 Youth, 2709 Adults</p> <p>2012A Camp Strake year-round participants: 13,305 (units 198)</p> <p>2013 – 2% growth over 2012</p> <p>2014 – 2% growth over 2013</p> <p>2015 – 2% growth over 2014</p> <p>2016 – 2% growth over 2015</p> <p>2017 – 2% growth over 2016</p>

## ENTERPRISE RISK MANAGEMENT (ERM)

<b>OBJECTIVE</b>	Ensure that youth members, adult volunteers, professional staff, and visitors enjoy a safe experience at all Council events and properties.
<b>GOAL</b>	<p>Increase awareness and compliance of safety issues within the Scouting program.</p> <p>Zero incident rate.</p>
<b>STRATEGY</b>	<p>Develop overall plan to train volunteers and conduct ERM break-out sessions for District volunteers at Council Coordinated Meetings each quarter.</p> <p>Hold ERM specific sessions when appropriate and as needed.</p> <p>Distribute safety alerts and other safety information in a broad format including the E-Scouter newsletter and the website. Keep everyone informed.</p>
<b>EXPECTED OUTCOME</b>	Elevated awareness and incorporation of Enterprise Risk Management fundamentals in all areas of program to achieve zero injury and damage incidents, as well as reduce Council Risk Management/Safety costs.
<b>MEASUREMENT</b>	<p>Fully operating Enterprise Risk Management Committee with representation from each District.</p> <p>Active sessions at the quarterly Council Coordinated meetings.</p> <p>Regular articles and updates distributed to staff and volunteers.</p> <p>Number of incidents reported.</p>

- ANNUAL BENCHMARKS** 2012A District Contact Leaders trained: 36%
- 2013 – increase percentage of Direct Contact Leaders by 1 percentage point for respective program areas, 2 ppts growth for University of Scouting and Cub Leader Pow Wow attendance, increase number of NYLT courses to 8 in order to meet increasing youth registration
- 2014 – increase percentage of Direct Contact Leaders to 2 percentage points for respective program areas, 2 ppts growth for University of Scouting and Cub Leader Pow Wow attendance, provide advanced opportunities to improve youth trainer preparedness (Trainer’s EDGE courses for youth, Trainer’s EDGE Extreme)
- 2015 – increase percentage of Direct Contact Leaders to 2 percentage points for respective program areas, 2 ppts growth for University of Scouting and Cub Leader Pow Wow attendance, conduct Powder Horn on yearly basis
- 2016 – increase percentage of Direct Contact Leaders to 2 percentage points for respective program areas, 2 ppts growth for University of Scouting and Cub Leader Pow Wow attendance, conduct Kodiak Challenge course at Council level
- 2017 – increase percentage of Direct Contact Leaders to 2 percentage points for respective program areas, 2 ppts growth for University of Scouting and Cub Leader Pow Wow attendance, conduct week-long Wood Badge course during summer

## TRAINING COMMITTEE

- OBJECTIVE** Equip registered adult leaders with the basic tools and knowledge necessary to conduct a safe and successful Scouting program, provide successful advanced training opportunities, and facilitate Council Supplemental Training events.
- GOAL** Increase the number of direct contact leaders trained for their registered position; increase the number of attendees for National Youth Leadership Training, Wood Badge, Powder Horn, Kodiak Challenge; and increase attendance at University of Scouting and Cub Scout Leader Pow Wow.
- STRATEGY**
- Improve and increase support for all training events.
  - Make training more readily available and appealing for 21st Century Scout leaders.
  - Offer trainings to better serve the diversity of the Houston area and surrounding communities and evolving demographics.
  - Promote all advanced trainings to leaders and youth
  - Promote the importance of Youth Protection Training required for all registered members.
  - Provide outstanding, premier training opportunities within our Council.
  - Attract and recruit experienced and skilled training staff.



**EXPECTED OUTCOME**

Active, informed youth and adult leaders  
 Stronger, sustainable units and programs.  
 Greater support and outreach to leaders and youth  
 Better understanding of the benefits of Scouting and enriched youth programming

**MEASUREMENT**

Based on the "Journey to Excellence" report and our records, retrieve the following:  
 Actual number of direct contact leaders trained  
 Number of youth and adults who attend courses  
 Attendance numbers at Council training events

**ANNUAL BENCHMARKS**

2012A Districts that have active ERM Chairperson, 40%  
 2013 – 75% of Districts have active ERM Chairperson. Develop a reporting system to track injury and damage incidencies.  
 2014 – 100% of Districts have active ERM Chair.

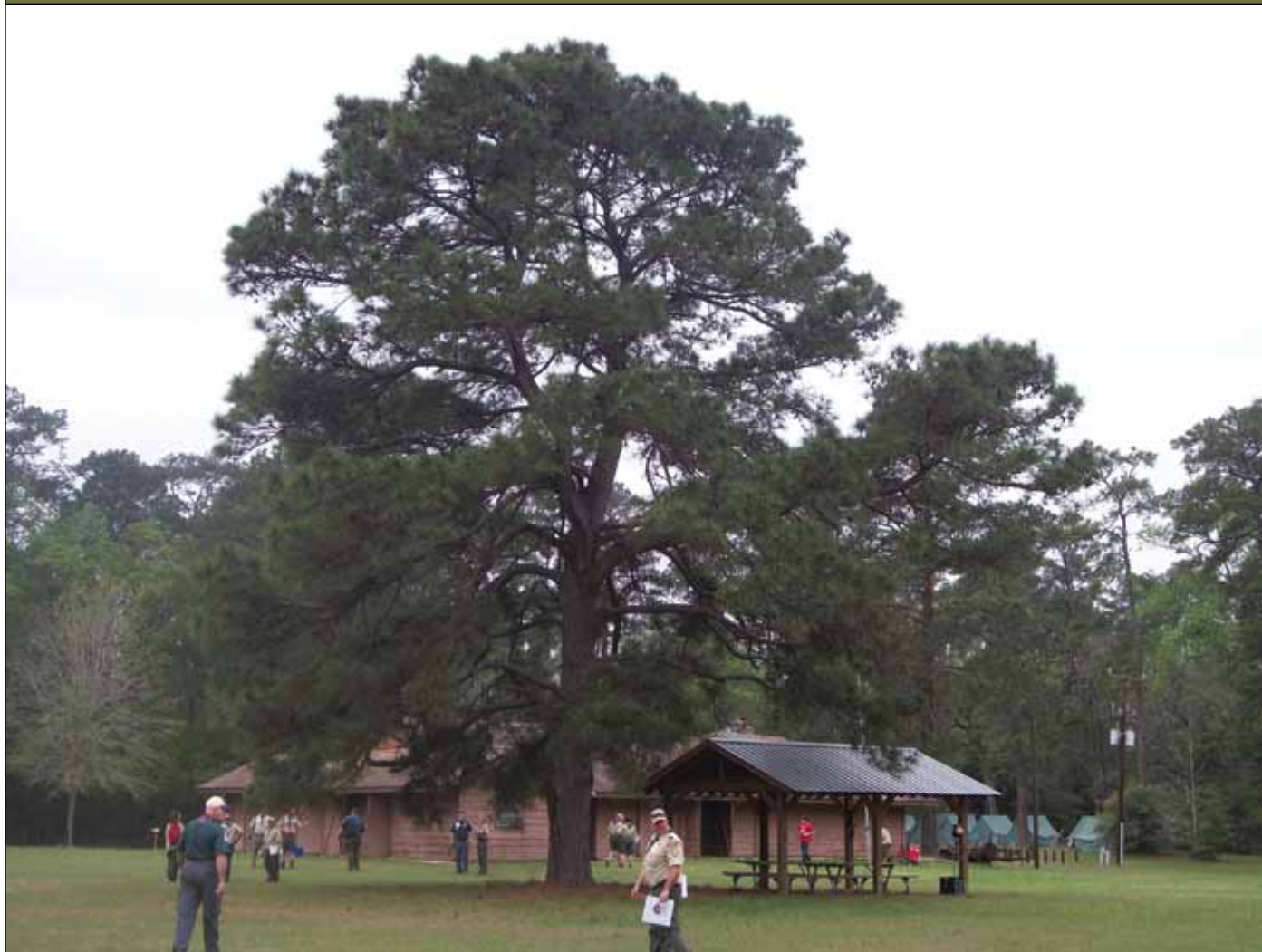


SCOUTS PARTICIPATING IN SCOUTING FOR FOOD WILL NEARLY DOUBLE BY 2017





# MISSION



PLAN, DEVELOP, AND MANAGE THE COUNCIL'S  
FACILITIES AND PROPERTIES IN A COST EFFECTIVE,  
ENVIRONMENTALLY SUSTAINABLE WAY  
TO MEET THE GROWTH NEEDS IN  
THE SAM HOUSTON AREA COUNCIL  
FOR THE CURRENT AND FUTURE GENERATIONS.





# FACILITIES & PROPERTIES

**TASK FORCE MEMBERS Ed Grunn - Chairman**

Trey Jackson                      Roger Mosby  
 Dr. Carlos R. Hamilton, Jr.   Steve Oldham  
 Nelson Block                      Chip Schneider  
 Allen Brown                      Stewart Gagnon  
 David Foil – Staff Advisor

**DESIRED RESULTS**

Ensure our facilities and properties have the capability to achieve the Council’s camping vision statement, which is “Exemplary, Sustainable Outdoor Experiences and Creative Learning for 21st Century Youth and Their Leaders.  
 Support program goals and needs.  
 Maintain the Cockrell Scout Center in its prime condition.  
 Have an adequate inventory of service equipment that is properly maintained and meets the needs of the Council Maintenance Plan.

## CAMPS

**OBJECTIVE**

Provide safe and well maintained facilities to meet the outdoor fun and education needs of current and future Scouts and leaders.

**GOAL**

To have camps where the facilities meet the needs of youth members and participants in all the programs of the Council.  
 Ensure there is a consistent amount of funding available year-to-year for maintenance and development of Council property and facilities.

**STRATEGIES**

Follow the Property Master Plan for developing and maintaining facilities, to ensure long-term value to the youth and leaders.  
 Analyze and evaluate all camps to see if they are located in places that will meet the needs of the Council in the future.  
 Develop a relationship with the neighbors of the Council’s properties and keep them informed of the Council’s potential interest in acquiring additional property when it comes available.  
 Partner with other organizations to maximize use, development and maintenance of facilities.  
 Establish a funding model for each properties maintenance needs.  
 Study environmental impacts that will affect how properties should be utilized and developed.  
 Sell properties that have no program value, are underutilized, or cause a liability/financial burden on the Council.  
 Utilize engineering and architectural resources and services offered by the National Council.

- EXPECTED OUTCOMES** Camp experience for youth and volunteers will improve.  
Number of campers and camper days will increase.  
Maintenance of current facilities will improve.
- MEASUREMENT** Survey of users of facilities.  
Annual analysis of cost vs. benefit at each property.  
Track amount of usage of camps each year compared to prior years.
- ANNUAL BENCHMARKS** 2012 – Appointed a disposition committee to sell Camp Strake and an acquisition committee to identify property for the new Camp Strake.  
2013 – Update the Property Master Plan to include a prioritized list of all capital needs for Bovay Scout Ranch, El Rancho Cima, Brosig and Camp Strake.  
2014 – Prioritized projects list started based on Major Gifts Campaign.  
2015 – To be developed based on available funding.  
2016 – To be developed based on available funding.  
2017 – To be developed based on available funding.

## COCKRELL SCOUT CENTER

- OBJECTIVE** Ensure that the Cockrell Scout Center remains a great asset to the Council and keeps its marketing appeal.
- GOAL** Ensure there is funding available year-to-year for maintenance and technology updates as needed for the Cockrell Scout Center.
- STRATEGY** Follow the Property Master Plan and continue to invest in the upkeep and appearance of the Cockrell Scout Center.  
  
Promote outside organizations to rent the Service Center to generate additional revenue for maintenance costs.
- EXPECTED OUTCOMES** Sam Houston Area Council maximizes public exposure.  
Staff and volunteers continue to use the facility as a resource.
- MEASUREMENT** Annual review of budgeted maintenance projects.
- ANNUAL BENCHMARKS** Scheduled maintenance projects completed on time.

## OTHER PROPERTIES

- OBJECTIVE** Only own property that has program or monetary value for the Council.
- GOAL** Dispose of the excess property owned by the Council.
- STRATEGY** Identify and secure realtors in local areas to sell excess properties.  
  
Continue the pursuit of selling Hamman to the Conservation Fund, who will after purchase, convey the property to the Texas Parks and Wildlife Department.
- EXPECTED OUTCOMES** Reduction in taxes paid by the Council.  
Reduction in liabilities and risk carried by the Council.
- MEASUREMENT** Number of properties disposed.
- ANNUAL BENCHMARKS** 2013 – 2016: Excess property listed and marketed for sale.  
2017 – 100% of all excess properties sold.



EXEMPLARY, SUSTAINABLE  
OUTDOOR EXPERIENCES  
AND CREATIVE LEARNING  
FOR 21ST CENTURY YOUTH  
AND THEIR LEADERS



# MISSION



STRENGTHEN THE COUNCIL'S ABILITY TO PROVIDE AN OUTSTANDING SCOUTING PROGRAM BY ENGAGING AND RETAINING QUALITY VOLUNTEERS AND STAFF WHO REFLECT THE DIVERSITY OF OUR POPULATION, WHO ENTHUSIASTICALLY COMMIT TO GROWTH AND WHO ARE DEDICATED TO ENSURING THAT OUR CHARTERED PARTNERS AND COUNCIL ATTAIN THEIR GOALS.

# PEOPLE

**TASK FORCE MEMBERS** **David Harris - Chair**

Debbie Rollinson	Ray Garcia
Kevin Meier	Jonathan Gregory
Carolyn Scantlebury	Stan Stanley
Chris Holt – Staff Advisor	

**DESIRED RESULTS**

Our Board of Directors reflects the diversity of our community, is influential, active, committed to Scouting’s growth and ensures the Council is adequately funded.

Quality volunteers engaged at all levels who are well trained, motivated and committed to Scouting’s values and growth throughout our diverse communities.

An optimal number of professional and support staff who are dedicated to Scouting’s purpose and goals and are well trained so they can effectively support our volunteers and programs.

## BOARD OF DIRECTORS

**OBJECTIVE**

Recruit an effective Board of Directors that reflects the diversity of the geographic area served by the Council, active in the decision-making for the Council, and engaged in the implementation of Council plans.

**GOAL**

Increase representation of Board members in ethnicity, gender and geographic location.

Increase Board members involvement in Council decision making through participation in Council committees.

**STRATEGY**

Develop a campaign using the Council Nominating Committee, to identify and recruit an effective and diverse Board of Directors and to evaluate the effectiveness of its members annually.

Continue to define and communicate expectations to all board members, including advisory board members.

**EXPECTED OUTCOMES**

Through increased participation by minority Board members, the Council will more effectively communicate the goals and objectives of Scouting to the entire community thus increasing the participation of both minority families and their youth in Scouting.

Through increased Board diversity, the Council will more effectively communicate the goals and objectives of Scouting to the entire community, thus increasing the participation of ethnic families and youth in Scouting.

**MEASUREMENT**

At least 10% of the members of the executive board are new each year and improve the percent of minority members annually.

**ANNUAL BENCHMARKS** 2012A Diversity: 5% Hispanic, 6% African American, 3% Asian  
 2013 – Diversity: 6% Hispanic, 7% African American, 3.5% Asian  
 Update all current Council By-Laws  
 2014 – Diversity: 9% Hispanic, 8% African American, 4% Asian  
 2015 – Diversity: 11% Hispanic, 9% African American, 4.5% Asian  
 2016 – Diversity: 13.5% Hispanic, 9.5% African American, 5% Asian  
 2017 – Diversity: 15% Hispanic, 10% African American, 5.5% Asian  
 Each year all Board members participate in Friends of Scouting and all new Board members serve on a committee.

## DISTRICT VOLUNTEERS

**OBJECTIVE** Increase the effectiveness and the amount of trained District volunteers while striving to reflect the diversity of the community.

**GOAL** To achieve the gold level or improve the District’s level of achievement using the Journey to Excellence (JTE) scorecard.

**STRATEGY** Establish an ongoing committee to review realignment and restructuring issues and needs to ensure we are best positioned to serve more youth.  
 Develop a method to establish a succession plan for District leadership and Division chairs.  
 Strengthen and improve the District Nominating Committee process to recruit additional District committee members.  
 Expand the District manpower base by identifying and engaging Scouting alumni.  
 Emphasize and utilize the District self-evaluation process to determine how to improve District operations.

**EXPECTED OUTCOMES** Committed District volunteers who can implement an effective Scouting program and grow Scouting in the District.  
 Improve retention of adult volunteers and youth at the unit level.  
 All positions filled with trained volunteers on the standard District organization chart.

**MEASUREMENT** The actual average number of District committee members and commissioners per District on the annual JTE scorecard.

**ANNUAL BENCHMARKS** 2012A number of committee members per district: 25  
 2013 – 26 committee members per District.  
 2014 – 27 committee members per District.  
 2015 – 28 committee members per District.  
 2016 – 29 committee members per District.  
 2017 – 30 committee members per District.



## STAFF

**OBJECTIVE**

Recruit, develop and retain an optimal, competent, and diverse staff.  
 Target and hire bilingual staff where needed.

**GOAL**

To develop a professional and support staff who recruit, train, support and motivate our volunteers and who reflect the diversity of our communities. Improve our registered Scout to professional ratio currently 14,000 to 1.

**STRATEGY**

Implement and train staff on standard BSA personnel systems and policies.  
 Use the “PDS” system to evaluate staff performance and effectiveness as it relates to established goals.  
 Provide competitive compensation and incentives to attract and retain an outstanding and energetic staff.  
 Clearly communicate expectations to the staff.  
 Establish a relationship with local universities placement offices to identify potential new hires.

**EXPECTED OUTCOMES**

Increase staff effectiveness.  
 Improve volunteer/ staff relationships.  
 Increase professional staff career opportunities.

**MEASUREMENT**

Quarterly checkpoints and Annual Performance Reviews

**ANNUAL BENCHMARKS**

2013 – Improve 20% of staff annual evaluations.  
 2014 – Improve 20% of staff annual evaluations.  
 2015 – Improve 20% of staff annual evaluations.  
 2016 – Improve 20% of staff annual evaluations.  
 2017 – Improve 20% of staff annual evaluations.



# MISSION



TO SECURE THE SUSTAINABLE  
FINANCIAL RESOURCES NECESSARY  
TO PROVIDE AND GROW QUALITY  
SCOUTING PROGRAMS WITHIN  
THE SAM HOUSTON AREA COUNCIL.



# DEVELOPMENT

**TASK FORCE MEMBERS**    **Rob Scharar – Chair**

John Crafton	Mark Troth
Webb Jennings	Steve Oldham
Phil Schull	Marsha Feldman
Mike Riddle	Mike Feldman
Jim Rees – Staff Advisor	

**DESIRED RESULTS**

Have a balanced operating budget each year that achieves the Council’s goals to improve the quality, diversify and broaden the impact of Scouting, in order to meet the needs of the Sam Houston Area Council.

Insure that the Development Campaign effort is volunteer driven and minimal Field Service time is required.

Significantly increase the number of volunteers and donors in all campaigns and diversify individual sources of revenue

100% participation, support and involvement in all aspects of the Development Campaign by members of our Board of Directors

District Committee Members participate, manage the process, and insure success of their district’s campaign

Increase the Council’s permanently restricted Endowment funds to adequately provide operating and capital revenue.

Insure that necessary funds are raised to provide for all Capital needs

Improve communications with volunteers and donors on the outcomes and needs of Scouting.

Increase revenue from product sales to support Unit and Council operations.

Maintain strong and effective relationships with all United Ways

Increase unrestricted operating cash assets to six months of operating expenses

## ANNUAL OPERATIONS

Friends of Scouting, Special Events, Grants & Foundations, United Way, Product Sales

**OBJECTIVE**

Maintain Friends of Scouting as our primary source of direct support

Increase Family Friends of Scouting participation rate from 12% to 18%

Develop strong community campaigns with at least 100 donors per district.

Complete the Friends of Scouting Campaign by June 30 each year.

All Special Events are well planned, fun, successful events that net the budgeted revenue.

Increase revenue from Foundations and Grants

Support and develop relationships with all United Ways.

Conduct successful product sales to improve a unit’s ability to sustain quality programs and membership growth



**GOAL**

Increase Total Direct support to \$7,659,974 by 2017  
Increase Total United Way support to \$1,831,224 by 2017  
Increase net revenue from product sales to \$1,875,000 by 2017

**STRATEGY**

Board of Directors take a greater role in fundraising and foundations.  
Use an annual theme to create energy and fun  
Recruit and train a unit FOS presenter to conduct a presentation in all units.  
Launch the FOS campaign by December of each year  
Improve use of technology to better track alumni, expand the donor base within our 16 county service area and maintain donor history data.  
Identify new sponsors, donors and committee members for events.  
Where possible secure multi-year sponsorships for events.  
Identify and cultivate relationships within each United Way

**EXPECTED OUTCOMES**

Program and membership goals can be met  
Increased Unit Service  
Volunteers and staff are more engaged and content  
Better understanding of the impact/outcomes of Scouting programs  
Increased funding with United Way thru allocation and designations.  
More effective use of staff time

**ANNUAL BENCHMARKS** See adjacent page

## ENDOWMENT & CAPITAL

**OBJECTIVE**

Ensure that the Council has the proper investment assets to support the program for today and the future.  
Provide stable and sufficient cash flow for the operating and capital funds.

**GOAL**

Increase permanently restricted Endowment assets from \$28,000,000 to a minimum of \$45,000,000  
Through a Major Gifts Campaign, raise necessary funds to provide for all property improvements and new development  
Continue and grow educational seminars, CPE Courses, education on Planned Giving, and Heritage Society Cultivation Events.

**STRATEGY**

Insure that our investment portfolio is maximizing our growth potential.  
Expand the scope of the fundraising to include new projects to help attract new donors at a grass roots level.  
Expand the Annual Campaign for Endowment.  
Promote The Cockrell Foundation Matching Gift Program.  
Develop and implement a Capital Campaign that produces adequate funding to meet the needs of the 21st Century Scout.



**SAM HOUSTON AREA COUNCIL  
2013-2017 OPERATING SUPPORT BENCHMARKS**

<b>Friends Of Scouting</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Board	\$1,237,891	\$1,119,661	\$1,425,000	\$1,453,500	\$1,482,570	\$1,512,221	\$1,542,466
District Community	\$807,545	\$843,687	\$845,812	\$942,421	\$1,006,984	\$1,056,548	\$1,091,111
Family	\$1,071,281	\$1,144,657	\$1,190,568	\$1,406,348	\$1,572,057	\$1,720,420	\$1,876,269
Direct Mail	\$157,832	\$155,588	\$165,000	\$181,500	\$190,575	\$200,104	\$212,048
Matching	\$113,799	\$106,887	\$85,000	\$93,500	\$102,850	\$113,135	\$125,000
<b>Total</b>	<b>\$3,388,348</b>	<b>\$3,370,480</b>	<b>\$3,711,380</b>	<b>\$4,077,268</b>	<b>\$4,355,036</b>	<b>\$4,602,427</b>	<b>\$4,846,894</b>
Total % Annual Growth		-0.53%	2.97%	9.86%	6.81%	5.68%	5.31%
Total Growth 2011 - 2017	\$1,458,546						
Total % Growth 2011 - 2017	43.05%						
<b>Special Events (Net)</b>							
<b>Total</b>	<b>\$1,408,859</b>	<b>\$1,679,187</b>	<b>\$1,421,758</b>	<b>\$1,478,890</b>	<b>\$1,531,471</b>	<b>\$1,586,292</b>	<b>\$1,648,000</b>
Total % Annual Growth		19.19%	-15.33%	4.02%	3.56%	3.58%	3.89%
Total Growth 2011 - 2017	\$239,141						
Total % Growth 2011 - 2017	16.97%						
<b>Foundations</b>							
<b>Total</b>	<b>\$643,314</b>	<b>\$738,552</b>	<b>\$760,000</b>	<b>\$810,000</b>	<b>\$845,000</b>	<b>\$880,000</b>	<b>\$915,000</b>
Total % Annual Growth		14.80%	0.00%	6.58%	4.32%	4.14%	3.98%
Total Growth 2011 - 2017	\$271,686						
Total % Growth 2011 - 2017	42.23%						
<b>Other Direct</b>							
<b>Total</b>	<b>\$350,000</b>	<b>\$284,051</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$220,000</b>	<b>\$230,000</b>	<b>\$250,000</b>
<b>United Way</b>							
<b>Total</b>	<b>\$1,601,000</b>	<b>\$1,692,699</b>	<b>\$1,706,010</b>	<b>\$1,741,010</b>	<b>\$1,830,000</b>	<b>\$1,831,224</b>	<b>\$1,831,224</b>
Total % Annual Growth		5.73%	2.77%	2.05%	5.11%	0.07%	0.00%
Total Growth 2011 - 2017	\$230,224						
Total % Growth 2011 - 2017	14.38%						
<b>Total Support*</b>							
<b>Total</b>	<b>\$7,391,521</b>	<b>\$7,764,969</b>	<b>\$7,799,148</b>	<b>\$8,307,168</b>	<b>\$8,781,506</b>	<b>\$9,129,944</b>	<b>\$9,491,118</b>
Total % Annual Growth		5.05%	-3.16%	6.51%	5.71%	3.97%	3.96%
Total Growth 2011 - 2017	\$2,099,597						
Total % Growth 2011 - 2017	28.41%						

\*Support includes contributions from the community

**EXPECTED OUTCOMES**

Earn the National Major Gifts Award and the National Endowment Achievement Award Annually.  
 Increased awareness of and gifts to the Cockrell Matching Program.  
 Increased awareness in the community of endowment giving opportunities.  
 More youth and adults utilize new and relevant program facilities.

**ANNUAL BENCHMARKS**

2012A \$23,101,172 in permanently restricted Endowment.  
 2013 – \$30,000,000 in permanently restricted Endowment.  
 2014 – \$32,000,000 in permanently restricted Endowment.  
 2015 – \$35,000,000 in permanently restricted Endowment.  
 2016 – \$40,000,000 in permanently restricted Endowment.  
 2017 – \$45,000,000 in permanently restricted Endowment.

# MISSION



TO EFFECTIVELY COMMUNICATE TO THE ENTIRE COMMUNITY, THE PROGRAMS AND IMPACT OF THE SAM HOUSTON AREA COUNCIL. TO INCREASE AND MAINTAIN THE NUMBERS OF YOUTH INVOLVED IN TRADITIONAL SCOUTING. TO STRENGTHEN COMMUNICATION WITHIN THE SCOUTING COMMUNITY. TO LEVERAGE EXTERNAL PARTNERSHIPS TO MAXIMIZE REACH.





Adjust website for interactive components  
 Increase facebook interaction. Explore additional social media outlets (mommy bloggers)  
 Streamline internal communication within Scouting community

**EXPECTED OUTCOMES** More favorable perception among the diverse communities.  
 Increase membership retention  
 Increase positive mentions of Scouting in media and PR stories.  
 Increase in number of inquiries about Scouting programs and membership.  
 Increase facebook fans, more youth interaction, better reach through mobile marketing

**MEASUREMENT** Press clips  
 Event attendance by minorities  
 Inquiries / membership  
 Retention rate  
 Member involvement in social media

**ANNUAL BENCHMARKS** Achievement of annual membership objectives.

## RECRUITMENT CAMPAIGNS

**OBJECTIVE** Increase share of Hispanic, African American and Asian youth  
 Increase Cub Scout cross-over into Boy Scouts

**GOAL** Continue to increase membership each year.  
 Grow diversity among members (40% Hispanic, 20% Black, 5% Asian)

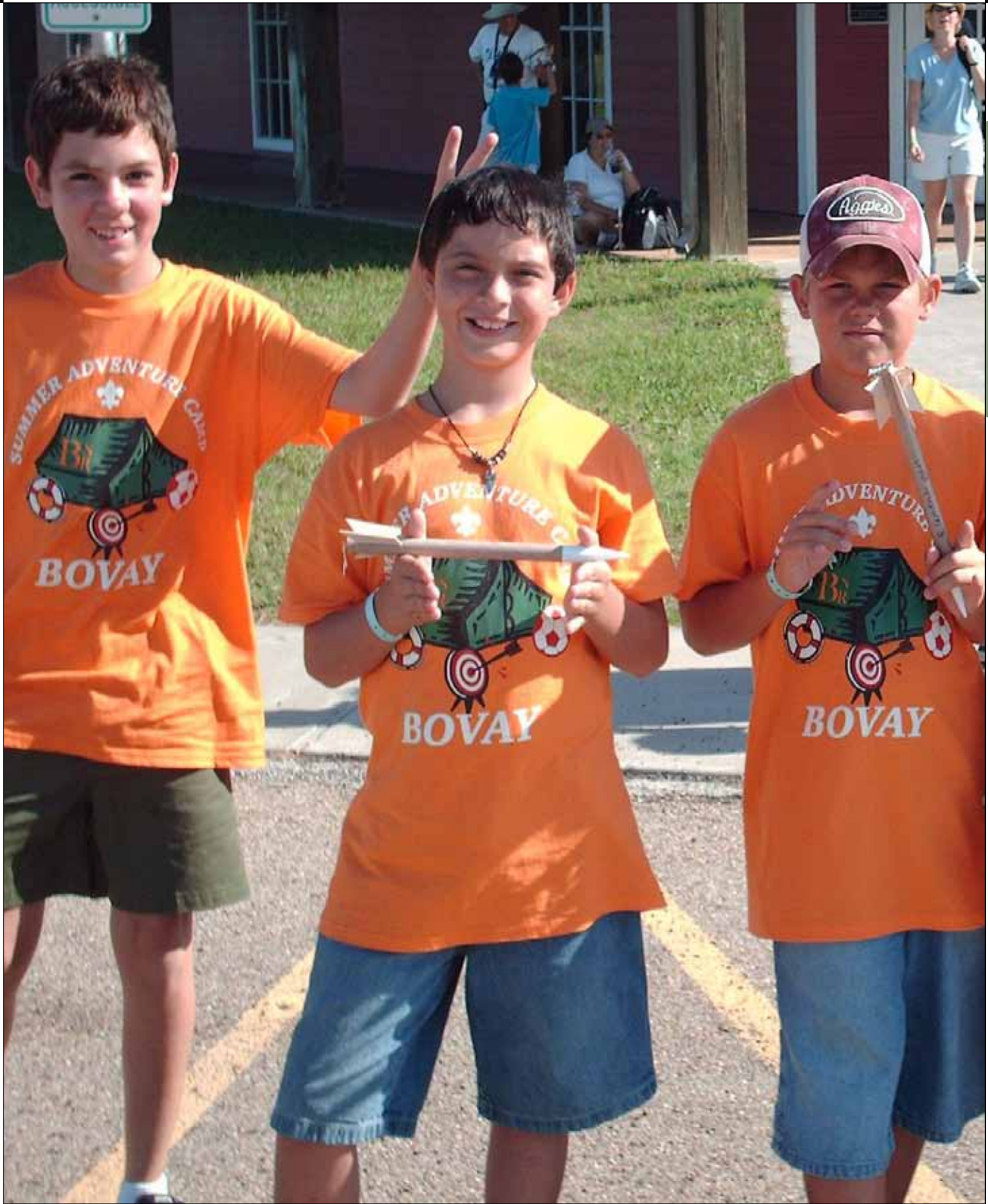
**STRATEGY** Use culturally appropriate materials to reach targets  
 Target: parents and kids. Single moms  
 Develop media partners to help spread the word  
 Develop plan for new families moving to Council area (get sponsor)  
 Utilize sports tie-ins for incentives  
 Increase awareness, knowledge, and perception of decision makers and influencers (parents, relatives, community and religious leaders).  
 Deliver recruitment message directly in venues where parents/kids gather (events, schools, churches, soccer clubs, school bus signs)  
 Use All Markets committees to deliver our message and to distribute materials in diverse communities  
 Include a recruitment component in marketing of public programs (i.e. Scouting for Food, Scout Fair, popcorn, speaking events).

**EXPECTED OUTCOMES** An increase in the number of Scouts participating in the program

**MEASUREMENT** August-October Membership report.  
 Number of new chartered units for Asian, African American, Hispanic Scouts

**ANNUAL BENCHMARKS** Achievement of Membership annual objectives





EXPERIENCES & FRIENDSHIPS THAT LAST A LIFETIME.

# MISSION



TO PROVIDE RELIABLE TECHNOLOGY SERVICES  
IN A TIMELY AND EFFICIENT MANNER BY EQUIPPING  
AND SUPPORTING THE STAFF WITH QUALITY RESOURCES.  
TO IMPROVE AND IMPLEMENT APPROPRIATE HARDWARE  
AND SOFTWARE SOLUTIONS FOR THE BENEFIT OF THE  
COUNCIL WHILE ENHANCING ALL ASPECTS OF TECHNOLOGY  
THROUGH TEACHING, LEARNING, SERVICE AND SUPPORT.



# TECHNOLOGY

**TASK FORCE MEMBERS** **Victor Koosh – Chair**

Jerry Fochtman                      Ferrell Gerbode  
 Hank Wedelich                      Troxel Ballou  
 Stephen Edwards – Staff Advisor

**DESIRED RESULTS**

Targets: (1) Council Leadership, (2) Council Staff, (3) Council Volunteers  
 Increase staff productivity potential. (targets 1–2)  
 Increase technology resources for Program Impact. (targets 1–3)  
 Maintain technology in compliance with National and industry protocol standards (targets 1–3)  
 Generate communication within Council’s technical community (target 1)

## STAFF PRODUCTIVITY

**OBJECTIVES**

Increase staff productivity through improved hardware, updated/upgraded software, and task-based training  
 Increase Leadership awareness of Council technology needs and available resources

**GOALS**

Decrease help desk call frequency  
 Decrease incidents of incompatibility with outside systems  
 Increase Council’s staff remote accessibility to networked resources  
 Align technology project direction with leadership needs and goals

**STRATEGY**

Provide instruction to staff on proper use of available technology  
 Provide self-help material through FAQs and training documentation.  
 Maintain and upgrade all systems and applications to current standards  
 Increase utilization of cloud-based products within National policy  
 Introduce new technology to increase efficiency in the Council’s remote and mobile staff  
 Increase interface frequency with Council leadership on technology needs

**EXPECTED OUTCOMES**

Decrease in redundant help desk call frequency.  
 Reduce the number of compatibility issues  
 Decrease dependency on mobile staff to be in the office.  
 Bring project prioritization inline with leadership goals and needs  
 Premier Council in providing current technology to staff and volunteers

**MEASUREMENT**

Help desk call statistics  
 Technology Department user surveys

**ANNUAL BENCHMARKS**

Achievement of annual objectives.

## PROGRAM IMPACT

<b>OBJECTIVE</b>	<p>Increase program support through technology resources</p> <p>Increase availability and quality of technology in all Council Camps</p> <p>Increase usability of platform for web communications in support of Marketing</p>
<b>GOAL</b>	<p>Increase utilization of Event Management System across all Districts</p> <p>Improve and standardize all technology resources at Council camps</p> <p>Redesign and implement Council's website platform</p>
<b>STRATEGY</b>	<p>Increase education in the use and management of the Council's Event manage System</p> <p>Establish an affordable baseline for all camp technology</p> <p>Maintain and upgrade all camp systems and applications to current standards</p>
<b>EXPECTED OUTCOMES</b>	<p>A work environment that will be familiar to staff regardless of location (on-site vs. off-site)</p>
<b>MEASUREMENT</b>	<p>Annual surveys and evaluations</p>
<b>ANNUAL BENCHMARKS</b>	<p>Achievement of annual objectives</p>

## COUNCIL TECHNOLOGY

<b>OBJECTIVE</b>	<p>To improve, implement and provide secure, state-of-the-art technology resources to staff and volunteers</p>
<b>GOAL</b>	<p>Have a knowledge-base available to all upon request</p> <p>Service Center remains a state-of-the-art facility utilized by all staff, volunteers and non-organizational outside requests</p> <p>Have current software and hardware available to all staff and volunteers</p>
<b>STRATEGY</b>	<p>Provide resources for software and hardware to upgrade current equipment and implement system updates</p> <p>Reduce time and effort to access organizational information and resources</p> <p>Explore mobil apps to assist programming.</p> <p>Monitor and adjust security features for Council servers.</p>
<b>EXPECTED OUTCOMES</b>	<p>Staff and volunteers have ready resources for use at anytime</p> <p>Organizational information and resources are easily assessable</p> <p>Increased use of Service Center facilities by staff, volunteers and visitors</p>
<b>MEASUREMENT</b>	<p>Calendar requests</p> <p>Increased revenues</p> <p>Information collected by survey and electronic means</p>
<b>ANNUAL BENCHMARKS</b>	<p>Achievement of annual objectives</p>



BUILDING CHARACTER AND CITIZENSHIP  
FOR OVER 100 YEARS.



PHOTO BY CHRIS CORNWAL

A SCOUT IS  
TRUSTWORTHY,  
LOYAL, HELPFUL,  
FRIENDLY,  
COURTEOUS,  
KIND, OBEDIENT,  
CHEERFUL,  
THRIFTY, BRAVE,  
CLEAN  
AND REVERENT.

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