

WESTCHESTER-PUTNAM COUNCIL BOY SCOUTS OF AMERICA

2011-2015 STRATEGIC PLAN



November 22, 2010





**WESTCHESTER-PUTNAM COUNCIL
BOY SCOUTS OF AMERICA
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**WESTCHESTER-PUTNAM COUNCIL
MISSION STATEMENT**

It is the mission of the Westchester-Putnam Council, Boy Scouts of America to deliver the highest-quality, values-based youth program of character development and leadership training, based upon the precepts embodied in the Scout Oath and Law, and to prepare our young people to make ethical decisions in order to reach their full potential and to better serve their family, community and country.

SCOUT OATH

On my honor I will do my best
To do my duty to God and my country
and to obey the Scout Law;
To help other people at all times;
To keep myself physically strong,
Mentally awake, and morally straight.

SCOUT LAW

A Scout is...

Trustworthy	Obedient
Loyal	Cheerful
Helpful	Thrifty
Friendly	Brave
Courteous	Clean
Kind	Reverent

DESIGNED FUTURE STATEMENT

In Scouting’s second century, we are building the leaders of tomorrow. Scouting’s dynamic and engaging journey beckons to America’s young people. Our exciting programs and outdoor adventures inspire lives of leadership, character, and service. Relevant and adaptive, we are a trusted advocate for youth. Our adult volunteers and employees are widely admired for their leadership excellence. The Westchester-Putnam Council of the Boy Scouts of America is strong and financially secure. True to our mission, Scouting reflects our nation in its ethnic diversity and shapes our nation by developing responsible citizens.



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2011-2015 STRATEGIC PLAN FOCUS AREAS

******TOTAL MEMBERSHIP DEVELOPMENT******

Scouting programs reach and make a life-changing difference with youth and families from all backgrounds and communities.

******QUALITY PROGRAMS & SERVICES******

Increase membership retention in Cub Scout and Boy Scout programs through the continuation and expansion of outstanding program opportunities.

******PROPERTIES & MASTER PLANNING******

Continue the improvements to the facilities, vehicles and infrastructure of our three properties to facilitate the delivery of outstanding and safe programs for our youth members and leaders.

******ORGANIZATION & TALENT DEVELOPMENT******

Scouting's volunteer leaders and employees exemplify leadership excellence across all aspects of the movement.

******MARKETING & COMMUNICATIONS******

Our chartered partners, volunteers, parents and members are well informed on all opportunities available through Scouting. Members of the community at-large support Scouting and desire to participate.

******TOTAL FINANCIAL DEVELOPMENT******

The Council is financially sound through a balanced funding model that addresses all current and future operating and capital needs, providing the resources necessary to achieve our vision and deliver the highest quality programs and services to the youth of Westchester and Putnam Counties.

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TOTAL MEMBERSHIP DEVELOPMENT

OUR VISION

Scouting programs reach and make a life-changing difference with youth and families from all backgrounds and communities.

Objective I - Core Programs - Cub Scouts & Boy Scouts

Fuel the positive membership growth that the Westchester-Putnam Council has achieved by implementing strategies to support Scouting Units and attract potential new families.

Strategies to Achieve the Objective:

- Streamline the transition process to facilitate long-term participation through the “Continuum of Scouting”.
- Create an environment that introduces families to the culture of Scouting.
- Engage our volunteers at Unit, District and Council levels to assist in our membership planning, promotion and retention efforts.

Specific Goals to Achieve the Objective:

1. Promote the “Continuum of Scouting” - Cub Scouts, Boy Scouts, Venturing and adult volunteerism by developing a written plan to first engage the Webelos to Scout Transition Process. (September 2011) Expand written plan to include Venturing (September 2012) then adult volunteerism. (September 2013)
2. Enhance parental orientation materials to reinforce and highlight the framework of the continuum of Scouting. (September 2012)
3. Develop an annual written membership development plan tailored to each geographic District that establishes annual benchmarks. (January 2012)
4. Target specific communities in each geographic District with low market share for annual new unit development program. Identify and engage new chartering organizations to achieve annual benchmarks. (January 2012)

5. Introduce a Cub Rally “kick-off” each June to train Cub Packs in membership recruiting techniques and Cub Scouts 2010 opportunities (June 2011)
6. Continue to highlight annual Tiger Cub Spring recruitment effort. (March 2011)
7. Develop the use of Social Media as an essential tool of our marketing plan. Fully embrace www.beascout.org as a key vehicle in the joining process for volunteers to utilize and personalize. (June 2011)
8. Deliver Scout “sampler “programs at local community events and kids day activities to demonstrate congruence of community and BSA values. Sampler programs may include a Bike Rodeo, “Thunderbird on the Road,” Pinewood Derby, Rain Gutter Regatta or Rocket Derby. (September 2012)

Objective II: Hispanic/Latino Initiative

As one of thirty seven “emphasis” Councils within the BSA, connecting Scouting to the Hispanic/Latino community, projected to grow to 18% of our local youth population within the next five years.

Strategies to Achieve the Objective:

- Fund, recruit, retain and promote bilingual/bicultural staff that connect with the community and build participation within Scouting programs.
- Utilize BSA bilingual resources and materials to connect Scouting to multiple generations of Hispanic/Latino families.
- Build relationships at the local level with Hispanic groups that create more chartered partner and funding opportunities.
- Deliver a variety of programs that are designed to bring traditional Scouting to the Hispanic/Latino community.

Specific Goals to Achieve the Objective:

1. Secure funding through grant opportunities to fund full time Hispanic Emphasis District Executive position for a three year period. (December 2011)
2. Create a Hispanic Emphasis position within each District Committee who also serves on the Council Hispanic Emphasis Committee. (June 2012)
3. Develop a Spanish language section of our web-site to communicate with Hispanic/Latino families focused on local Scouting opportunities. (December 2012)

4. Provide diversity training and support tools to local council staff to respond to the need for increased knowledge and skills to work more effectively with the Hispanic/Latino community. (March 2012)
5. Increase engaged partnerships with Latino organizations on an ongoing basis. (September 2011)
6. Through collaborations develop three new Chartered Partner opportunities annually that will result in a total of 15 new partnerships, potentially producing 45 new traditional Units. (December 2015)
7. Replicate “Aguila” (Chicago model) Hispanic Leadership Development to build a group of potential leaders for Hispanic Units and to serve the community at large. (December 2012)

Objective III – Venturing Program

Invigorate and expand participation in the Venturing program.

Strategies to Achieve the Objective:

- Determine the market opportunities to encourage the wide variety of activities and experiences through Venturing for High School age youth.
- Build brand awareness within Boy Scout Troops and the community at large for the Venturing program.
- Promote the use of Venturing curriculum and leadership programs within current Crews and potential new programs.

Specific Goals to Achieve the Objective:

1. Initiate a market analysis for enrollment capacity for the BSA Venturing programs. (September 2011)
2. Engage Council level committees that transcend to the District level for Venturing initiatives. (September 2011)
3. Meet with Chartered Organization Executive Officers to determine if a Venturing program could augment their young adult “ministry” or “mission” offerings. (September 2011)
4. Develop benchmarks for new Unit development and increased participation. This would include new and non-traditional partnerships i.e.: Colleges, Girl Scouts and faith based organizations. (January 2012)
5. Through a Venturing officer’s Council, develop schedule of program events that provide social and recreational opportunities to Venturing participants (January 2012)

Objective IV – Exploring Program

Expand participation and initiate council wide program initiatives for the LFL Exploring program.

Strategies to Achieve the Objective:

- Recognize the market opportunities and encourage the wide variety of activities and experiences through Exploring for High School age youth.
- Build brand awareness of the Exploring program within the community at large.
- Promote the use of Exploring curriculum, resources and leadership programs within current Posts and potential new programs.

Specific Goals to Achieve the Objective:

1. Initiate a market analysis for Exploring alliances and programs. (September 2011)
2. Establish a Council level Exploring Committee to, develop a listing of top Clusters of career based Exploring programs ie: Health Services, Law Enforcement, Fire and Emergency Services, to build benchmarks for new Post development and increased participation. (May 2012)
3. Initiate a youth officer group for the priority clusters which will schedule and implement program events that provide social and recreational opportunities to participants. (September 2012)
4. Schedule and implement a Councilwide event for each of the top priority clusters of Exploring. (September 2012)

Objective V: Scoutreach Program

Ensure that all young people within local emerging markets have an opportunity to join Scouting regardless of economics, neighborhood, race or ethnicity.

Strategies to Achieve the Objective:

- Continue the funding support of the overall Scoutreach effort.
- Expand program resources, serving an optimum number of participants.
- To fully integrate Scoutreach program and maximize benefits from existing resources, re-structure current organization to transition Scoutreach membership into geographic districts.

- Working through the Scoutreach Committee and the Geographic Districts, identify organizations for potential collaborations as well as organizations and individuals who can assist Scoutreach fundraising efforts.

Specific Goals to Achieve the Objective:

1. On an annual basis raise the necessary dollars (\$125,000) to provide a full time staff member, part time program specialists, camp scholarships and program supplies for Scoutreach participants. (September 2011)
2. Reinforce information to local BSA volunteers regarding the availability of funds to support individual Scouts within traditional units in the form of camp scholarships, uniforming and registration fees. (March 2011)
3. Conduct an annual program intensity study to determine level of support necessary to provide sustainable and vibrant programs that include outdoor opportunities. (December 2011)
4. Support transition of two programs annually that can function independent of Scoutreach staffing and move to a traditional model within a three year period. Potential to transition ten Units during course of strategic plan. (June 2011)
5. Annually prioritize, by need, the expansion of Scoutreach Units based on availability of resources. (December 2011)
6. Incorporate transition programs from Cub Scouting to Boy Scouting and to BSA teen programs for participants in Scoutreach Units. (September 2011)
7. Transition Scoutreach organizational structure from the New Horizons District into the geographic Districts. (March 2011)
8. Create a Scoutreach position on each District Committee who also serves on the Council Scoutreach Committee. (June 2012)

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QUALITY PROGRAMS AND SERVICES

OUR VISION

Increase membership retention in Cub Scout and Boy Scout programs through the continuation and expansion of outstanding program opportunities.

Objective #1 - Expansion of Council Programs for Cub Scouts

The Westchester-Putnam Council will offer additional program opportunities for Cub Scouts at both the Durland Scout Reservation and at non-Council owned locations.

Strategies to Achieve the Objective:

- Expand the successful spring Cub Family weekend program at the Durland Scout Reservation from one weekend to three weekends.
- Operate weekend Cub Resident camps at Durland during July and August.
- Continue to offer the highly successful Thunderbird Games.
- Develop district events for Webelos to support the process of transition from Webelos to Boy Scouts.
- Expand the number of single day programs for Cub Scouts offered by the Council to a minimum of twelve each year.
- Hire a program director to provide leadership and direction to all of the Cub programs at Durland and the single day programs for the Council.

Specific Goals to Achieve the Objective:

1. Schedule and hold two Cub Family weekends in May and June of 2012 and three in the same time period of 2014.
2. Schedule and operate a summer Cub Resident weekend at Durland in 2012. Provided feeding issues can be resolved, hold four weekends by 2014.

3. Hire a part time program director by March 2011. Hire a full time program director by January 2013.
4. Hold a minimum of eight single day programs in 2011, twelve single day programs in 2013 and twenty by the end of 2014.
5. Each district to hold an event to encourage Webelos transition by December of 2012.
6. Review and evaluate the structure of district day camps on an annual basis.
7. Construct a dining/multipurpose facility at the Durland Scout Reservation to facilitate Cub Resident Camp feeding and to house day programs throughout the year.

Objective #2 - Expansion of Council Programs for Boy Scouts

Increase membership retention in Boy Scout programs through the continuation and expansion of outstanding program opportunities.

Strategies to Achieve the Objective:

- Two or more districts work together to plan and run annual district events such as Klondike Derbies and Camporees.
- Expand the number of single day programs for Boy Scouts offered by the Council to a minimum of twelve each year.
- Evaluate the potential for holding a summer day camp for Boy Scouts at the Durland Scout Reservation.
- Continue the success of the 2010 National Jamboree contingent for the 2013 National Jamboree

Specific Goals to Achieve the Objective:

1. When the anticipated result is an improvement in the program offered, recommend that each district hold at least one annual event in collaboration with another district by December of 2012 and two by December of 2014.
2. Run three single day programs for Boy Scouts by December 2011, six by December of 2012 and twelve annually by December 2014.
3. Arrive at a decision regarding the operation of a summer day camp for Boy Scouts at the Durland Scout Reservation by December 2012.
4. Send a contingent of at least three troops to the 2013 National Jamboree, with all logistical arrangements made by our own Council.

5. Hold a Council-wide event for Boy Scouts by December of 2014. Incorporate the Jamboree concept featured in the Centennial Camporee. Begin planning for the next Council camporee to be held in 2016.

Objective #3 - Expansion of Council High Adventure Opportunities

The expansion of program opportunities for older Scouts and Venturers at both of our camps and at non-Council owned locations will aid in the retention of these Scouts.

Strategies to Achieve the Objective:

- Expand the number of ice climbing weekends held each winter and hold fall and spring adventure weekends for older Scouts at Read.
- Offer new programs specifically for older Scouts during summer camp at Read such as mountain biking or adventure camps.
- Recruit and train a cadre of qualified adults to conduct programs including the climbing wall, archery range and anticipated rifle and shotgun ranges at the Durland Scout Reservation throughout the year.
- Increase marketing efforts directly to older Scouts to fill anticipated provisional programs including treks for these youth.
- Expand the program opportunities for Venture Scouts at our camps and through a Council Venturing Committee.

Specific Goals to Achieve the Objective:

1. Expansion of ice climbing program from the current five weekends to a total of eight by the 2011 season.
2. Offer a minimum of two fall and spring adventure weekends at Read by December, 2012 and four by December, 2013.
3. Create, fund and staff a new high adventure program at Read for the summer of 2011 (budget permitting). Create, fund and staff an additional program for 2013 and a third by the summer of 2015.
4. Hold training for volunteers to conduct programs at Durland during 2011. Hold additional training opportunities as necessary to staff a minimum of twenty weekends each year by 2013.
5. Begin regularly scheduled Council Venturing Committee meetings by September of 2011. Run at least two weeks of high adventure camps at Read for Venture Scouts by the summer of 2014. Promote Regional Venturing activity opportunities.

Objective #4 - Advancement

Significantly increase the number of rank advancements our traditional members earn each year while maintaining or improving the quality of the advancement experience.

Strategies to Achieve the Objective:

- Improve the effectiveness of training for adult and youth leaders, including religious programs, particularly in the areas of program planning and delivery.
- Increase the effectiveness of unit visitation and assistance by the commissioner staff.
- Hold an Eagle Trail Camp that will offer all, or most of, the Eagle required merit badges that are not offered at summer camp.
- Review and update the entire Eagle Scout application and advancement process to ensure a quality experience for our outstanding members.

Specific Goals to Achieve the Objective:

1. Increase the number of ranks advanced per 100 registered Cub Scouts from the current amount of 54.5 to the Regional average of 58.5 and the Boy Scout advancements from the current 44.6 to the Regional average of 51.5 by the end of 2012. Increase the number of ranks advanced for Cub Scouts to 60% and Boy Scouts to 53% by December 2014.
2. Offer regularly scheduled training for adults at the Durland Scout Reservation.
3. Plan, staff and hold an Eagle Trail camp by July 2011.
4. Review and update the transition process from Life to Eagle by June 2012.

Objective #5 - Training

Increase the quality and effectiveness of our programs through improved training experiences for our adult and youth leaders.

Strategies to Achieve the Objective:

- Create an on-line guide for Packs and Troops on how to run a quality program including alternative program schedules for the year, places to go and a list of resources.
- Improve the marketing of training to our leaders through the communications suggestions detailed in the marketing and communications section of this document.

- Increase the availability of training sessions for leaders by hosting regularly scheduled sessions at the Durland Scout Reservation. The completion of this strategy will involve the construction of a dining hall/multiuse facility on the property.
- Offer Boy Scout Leader Basic Training sessions at the Read Scout Reservation during summer camp.

Specific Goals to Achieve the Objective:

1. Form a committee of unit leaders who run high quality Packs and Troops to create an on-line program guide for Pack and Troops by January of 2012.
2. When the dining hall/multiuse facility at Durland is completed, schedule and staff regularly scheduled training for leaders.
3. Offer Boy Scout leader training sessions at the Read Scout Reservation during summer camp beginning in the summer of 2011. Offer two of the indoor sessions in 2011, all three indoor sessions and the outdoor component in 2013.
4. Training to be mandatory for all direct contact leaders; Youth Protection by December of 2010, Basic Training for top leaders by December of 2012 and all direct contact leaders by December of 2013.

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PROPERTIES AND MASTER PLANNING

OUR VISION

Continue the improvements to the facilities, vehicles and infrastructure of our three properties to facilitate the delivery of outstanding and safe programs for our youth members and leaders.

Objective I - Maintenance of our Properties

With increased use of each of our properties comes additional wear and tear to our facilities, leading to an increase in the amount of maintenance that must be performed.

Strategies to Achieve the Objective:

- On an annual basis evaluate the maintenance needs of our properties.
- Employ additional maintenance personnel to ensure the facilities are maintained at appropriate levels.
- Provide necessary funding to meet the ongoing maintenance needs of each of our properties. Funding at recommended levels will ensure our camps and service center will continue to thrive and maximize our initial investments. Industry standard maintenance and replacement practices call for four to seven percent of the replacement value of the structures and infrastructure on a property. Using a figure of five percent and based on the current replacement value of \$6,000,000, the annual funding amount required is \$300,000 for all three of our properties. This amount will increase as replacement value increases.
- Recognizing that maintenance funding at this level may not be available until the conclusion of the anticipated major gifts campaign, the committee estimates a necessary funding level of at least \$200,000 to \$250,000 in each of the next five years.
- Expand the volunteer labor pool for construction and maintenance needs of our properties.

Specific Goals to Achieve the Objective:

1. Update master plan for the Westchester-Putnam Council on an annual basis. (June 2011)

Objective II - The continued improvement of the Curtis S. Read Scout Reservation

The Curtis S. Read Scout Reservation has benefitted from tremendous improvements in facilities and infrastructure in the past four years through "catch up maintenance." Additional facilities and infrastructure still need to be replaced or improved.

Strategies to Achieve the Objective:

- Replace the septic field for Newton Hall
- Replace and/or expand the following program areas: rifle and shotgun areas in both camps, Waubeeka Ecology and construct a pavilion/storage building to facilitate trek operations in Summit Base.
- Expand parking capacities throughout the Reservation.
- Replace the Farmhouse with a structure to sleep and feed forty people. This structure is to also include meeting rooms.
- Evaluate and replace/renovate the Waubeeka Office and Commissary/Trading Post structures.
- Construct staff housing and staff shower/laundry facilities in Camps Buckskin and Waubeeka.
- Evaluate current summer camp vehicle fleet and investigate alternative forms of transportation such as side by side all terrain vehicles.

Specific Goals to Achieve the Objective:

1. Complete all catch-up maintenance projects as identified in the 2006-2010 Strategic Plan with remaining budgeted funds. (December 2011)

Objective III - The continued improvement of the Agatha A. Durland Scout Reservation

The Agatha A. Durland Scout Reservation has experienced a significant increase in usage since the cabin construction project was completed in 2003. The infrastructure must be improved to support this usage as well as increases anticipated due to the construction of new facilities to meet program recommendations.

Strategies to Achieve the Objective:

- Construct a dining hall/multi-use facility in the Sperling Center area. This project includes the improvement of the Sperling parking lot.
- Address the need for additional parking throughout the reservation, particularly for cabin usage.
- Replace the current camp site latrines with structures using the same design principles as those at the Read Scout Reservation.
- Improve and add to current program facilities through improving the campfire area, the addition of an activity field, the addition of a COPE course and the creation of programs and facilities utilizing the access to our lake front property on Oscawanna Lake.
- Construct additional storage for maintenance equipment and program equipment.
- Improve facilities for camp administration through the renovation or replacement of the Ranger's home and the construction of a bathroom in the Campmaster Building.

Specific Goals to Achieve the Objective:

1. Complete all catch-up maintenance projects as identified in the 2006-2010 Strategic Plan with remaining budgeted funds. (December 2011)

Objective IV - Improvement of the Council Service Center

The Council Service Center serves as the offices for the majority of the Council's full time employees and is the location of our National Scout Supply store. Significant maintenance and improvements are recommended.

Strategies to Achieve the Objective:

- The replacement of technology should be included in the capital budget on an annual basis.
- Refinish the exterior of the structure through repair of the stucco finish and painting the entire surface.
- Continue to explore the potential to improve the entrance to the Service Center and to expand the parking area.
- Renovate the interior including the replacement of carpeting on the upper level and painting of walls throughout the building.
- Evaluate and repair the continuing concerns with heating, ventilation and air conditioning.

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ORGANIZATION & TALENT DEVELOPMENT

OUR VISION

Scouting's volunteer leaders and employees exemplify leadership excellence across all aspects of the movement.

Objective I - Automation / Customer Service

The Westchester-Putnam Council will improve efficiency through automation and the highest level of customer service.

Strategies to Achieve the Objective:

- Document all existing business processes conducted by council staff and explore opportunities to change and automate to improve efficiency.
- Document all existing business processes through which our volunteer and Scouting community interacts with the Council. Explore ways to change those processes to enable them to interact with Council more positively and effectively.

Specific Goals to Achieve the Objective:

1. Document all the current processes performed within the council, noting those which are performed by BSA, those that are internal and those which interact with our volunteers and wider Scouting community. (June 2011)
2. Form an automation task force within the "Council Committee" structure to review each business process performed. This group is responsible for making recommendations in regards to possible technology alternatives that would be available through specific workshops and utilizing other councils / organizations best practice methods. (June 2011)
3. Prioritize areas for improvement, develop plans and secure the necessary resources to make the changes recommended by automation task force. (December 2011)
4. Fully embrace www.beAscout.org as the online opportunity for families learn about our programs and find the appropriate program for their child. (September 2011)

Objective II - Unit Level Volunteers

Committed and engaged volunteers are the life blood of local Scout units.

Strategies to Achieve the Objective:

- Continue the revitalization of Commissioner Service to provide the highest level of volunteer support for Scouting Units.
- Expand the “Key Four” concept to Unit leadership (Cubmaster or Scoutmaster with the Committee Chair and the Chartered Organization Representative and the Unit Commissioner.
- Make it simple for an adult to understand intuitively the roles at each and every level of Scouting - mirror “Council/District” role responsibilities at the Unit level.
- Supplement the University of Scouting curriculum by providing a “University of Phoenix” type on-line course offering model.
- Fully utilize the BSA on-line re-chartering process to improve record keeping and efficiency. Promote on-line advancement and tour permit opportunities to Unit level volunteers.

Specific Goals to Achieve the Objective:

1. Scouting Units are contacted at least monthly by their Unit Commissioner through a direct visit, email or phone call. (December 2012)
2. Provide a “Help Desk” section of our web site that would allow a volunteer or parent to ask a question or request resource support directly to the Council. (January 2012)
3. Beginning with the 2011 re-chartering process, recognize “Key Four” role responsibility during the re-charter process. (January 2012) Offer a “Key 4” training opportunity to appropriate volunteers. (June 2012)
4. Create individual adult leader role responsibilities descriptions to be added to WPC’s web site. (June 2012)
5. Develop existing University of Scouting course curriculum on WPC’s web site as an alternative to only offering existing “in person” University. (June 2011) Develop a “University of Phoenix” type of program for Westchester-Putnam Council. June (2014)
6. Require on-line re-chartering for all Scouting Units by 2012 re-chartering cycle. (January 2013) Promote and when necessary train volunteers on all course offerings and programs offered on www.myscouting.org (January 2014)

Objective III - Executive Board and Advisory Council Membership

The Westchester-Putnam Council Executive Board and Advisory Council demonstrate leadership excellence in their active governance, financial commitment and visionary guidance.

Strategies to Achieve the Objective:

- Boost volunteerism by building and expanding relationships with business community, Scouting Units, chartered partners and our Alumni.
- Promote and implement best practices for membership on the Westchester-Putnam Council Executive Board and Advisory Council.

Specific Goals to Achieve the Objective:

1. The Nominating Committee of the Council should meet on a year round basis in order to effectively evaluate and recruit top leadership (based on specific profiles and demographics) for both the Executive Board and Advisory Council membership. (January 2011)
2. Engage vibrant Alumni Committee to include representation from Eagle Scouts, Camp Read Association and the Order of the Arrow. Utilize BSA tools to attract and engage potential volunteers who have “re-connected” with Scouting. (January 2011)
3. Evaluate the structure of the Advisory Council, expectations, meeting frequency, interaction with Executive Board and develop a specific orientation for members. (May 2012)
4. Review and evolve Council Vice President roles on an annual basis to align with Council Strategic Plan and National initiatives. (May 2011)
5. Board mentoring initiatives to expand to a more active process. (May 2011)
6. Executive Board expectations, term limits and individual succession planning should be evaluated for relevancy and reviewed annually. (January 2011)

2011 Recommended Executive Board annual expectations:

- Attend at least 50% of Executive Board meetings during year of service.
- Contribute at least \$1,000 to the Friends of Scouting campaign and/or participate at a comparable level for a Council Special Event or initiative.
- Support Major Gift efforts of the Westchester-Putnam Council.
- Serve on at least one specific task force or ongoing Council committee.
- Visit a council camp and attend an Eagle ceremony annually

2011 Recommended term limits:

- Two year consecutive term guideline for Council Officer positions

Recommendation IV - Governance

Ensure the effective, vibrant and transparent leadership and administration of the Westchester-Putnam Council.

Strategies to Achieve the Objective:

- Continue to improve the transparency of the Council operations.
- Implement and commit to the highest standards as measured by the BSA's Journey to Excellence program.
- Ensure Councils policies and procedures are in line with current BSA standards.
- Recruit and engage a vibrant Risk Management Committee.

Specific Goals to Achieve the Objective:

1. Publish key Council documents on www.wpcbsa.org including Strategic Plan and Annual Report. (January 2011)
2. Continue to competitively bid all material contracts/outside services as appropriate. (January 2011)
3. Conduct an Executive Board Self-Assessment on an annual basis. (March 2011)
4. A special committee has reviewed, revised and published a new set of Council By-Laws that are Executive Board approved and consistent with BSA standards. (January 2012)
5. Fully implement on a Council, District and Unit level the BSA's Journey to Excellence program. (March 2011)
6. Reaffirm Conflict of Interest Policies annually for Executive Board members and Professional Staff. (January 2011)
7. Require Youth Protection Training for Executive Board members and District level volunteers. (June 2011)
8. Annually review adequacy of all insurance coverage. (September 2011)
9. Implement regular reporting to Executive Board on emerging areas of risk management (January 2011)
10. Utilize BSA comprehensive board governance and financial management training opportunity for top volunteer and professional leadership. (January 2013)

Objective V - Traditional District Structure

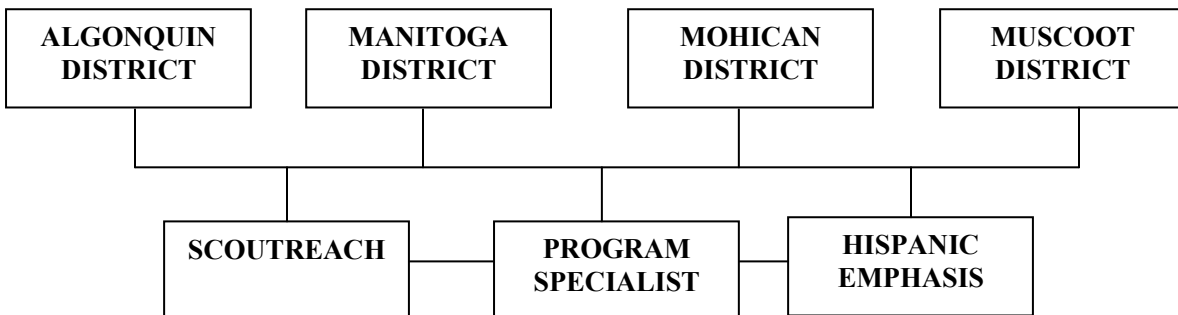
In order to meet the growing needs of our communities, the Westchester-Putnam Council will continually evaluate and amend its service delivery model to support the volunteers and engage the maximum number of youth in our service territory.

Strategies to Achieve the Objective:

- Develop a financially sustainable Council organization to enhance program delivery and membership retention within a four geographic district structure that is based on demographic opportunity rather than geographic structure.

Specific Goals to Achieve the Objective:

1. Implement new Council Organization through volunteer and staff implementation. (March 2011)
 - Based on geography and demographics, reorganize the Algonquin and Mohican Districts incorporating the current Four Rivers District (37 Units).
 - Incorporate all New Horizons Units into appropriate geographic districts. Continue to employ a full time District Executive / Program Specialist who would work with Districts to continue the success the Westchester-Putnam Council has experienced in our Scoutreach efforts.
 - As one of the thirty-seven Hispanic Initiatives Councils within the BSA, secure funding for and employ a professional staff member with the role of serving the Hispanic/Latino communities of our Council. This new District Executive would work in conjunction with our traditional Districts to grow membership and foster relationships through traditional methods.
 - In an effort to serve our traditional Districts and at the same time increase youth retention, employ a part time Program Specialist to coordinate activities at all levels.



Objective VI - Council Staff

The Westchester-Putnam Council attracts, recruits, develops, rewards and retains talented individuals who provide excellent professional leadership and management to Scouting.

Strategies to Achieve the Objective:

- Continue to cultivate a positive work environment within the Councils staff, resulting in a level of customer service that benefits the youth and volunteers that we serve.
- Promote career opportunities within our volunteer ranks and camp staff as well as local universities and to the not for profit community.
- Reward excellent performance within BSA guidelines and remain competitive with similar class Councils and local not for profits both in staff structure and compensation and benefits.

Specific Goals to Achieve the Objective:

1. Utilize BSA career development tools (PDS) to ensure that each professional staff member has a succession plan that will benefit them individually as well as benefit the Westchester-Putnam Council. (June 2011)
2. Update Employee Handbook to be in compliance with current BSA and comparable not for profit "best practice" policies. (January 2012)
3. Evaluate employee benefit program including 403b savings, flexible spending and supplemental insurance programs on an annual basis. (September 2011)
4. Develop a presence within the community by engaging local universities and not for profit groups to network career opportunities. (June 2012)
5. In an effort to deliver the best possible service to our Scouts and volunteers, ensure the successful implementation of our 2011-2015 Strategic Plan, and at the same time recognize the limitations of the Councils operating budget, the following is the recommended staff organization which should be reviewed annually for service efficiency , performance and financial practicality. (March 2011)

Highlights to include:

- Re-classifying Field Director position to an Assistant Scout Executive position.
- Transitioning Learning for Life service to the responsibility of the Scoutreach District Executive / Program Specialist, thus eliminating the full time Learning for Life / Scoutreach District Director position.
- Re-allocate registration, advancement and day camp registration responsibilities to other support staff positions, thus eliminating the full time Registrar position.

**WESTCHESTER PUTNAM COUNCIL
BOY SCOUTS OF AMERICA
2011-2015 STRATEGIC PLAN**



MARKETING & COMMUNICATIONS

OUR VISION

Our chartered partners, volunteers, parents and members are well informed on all opportunities available through Scouting. Members of the community at-large support Scouting and desire to participate.

Objective I: Internal Communications

The Council has effective, efficient, two-way communications between staff, volunteers, parents and members at every level of the organization.

Strategies to Achieve the Objective:

- Utilize a multi-channel integrated approach to communications including but not limited to phone, FAX, E-mail, mail, website, social networks, and face-to-face interactions.
- Support the planning, promotion and launch of new programs and projects put forth in the strategic plan. Help develop necessary marketing, collateral and support material.

Specific Goals to Achieve the Objective

1. Continue to update and improve the Council Website with special emphasis on making sure the information is current and easy to access (Annual Review and recommendations in October)
2. Continue to maintain and expand our presence on social networks (Review opportunities annually in January)
3. Develop a schedule of coordinated blast Emails and mailings (June 2011)
4. Develop an email "Welcome Packet" for new parents and new leaders. (September 2011)
5. Develop and distribute promotional materials to direct contact leaders in electronic formats that are easy to customize to include specific Unit information. (December 2011)

6. Develop and distribute information to unit leaders and committee chairs in electronic formats that are easy to customize and include in unit newsletters. (December 2011)

Objective II: Marketing

The Council's external communications and marketing efforts increase awareness of Scouting's many contributions to the community and revitalize our communities' desire to support and participate in the Boy Scouts of America.

Strategies to Achieve the Objective:

- Expand positive media coverage of Scouting.
- Inform and engage Community Leaders.
- Communicate with parents of Scout-age youth including emerging markets.
- Reconnect with Scouting Alumni.
- Capitalize on the brand equity of the Boy Scouts of America

Specific Goals to Achieve the Objective

1. Annually in July, update the Media Contact List.
2. Annually in September, develop a media list of events and activities and make assignments for developing press releases.
3. Annually conduct a Marketing & Communications Training Course for Unit and District level volunteers. (June 2012)
4. Annually, in November, update the Government Officials List.
5. Develop a series of quarterly newsletters to communicate with media and community leaders in February, May, August and November of each year. (February 2011)
6. Continue to develop a Speakers Bureau to address community organizations. (Conduct Annual Training in November)
7. Develop a system to evaluate the strength of support of our Chartered Partners and prospective Chartered Partners. Conduct evaluation annually.(December 2012)
8. Emphasize "Boy Scouts of America" in all external communications and comply with National brand identity guidelines to ensure rapid recognition and affinity.

Objective III: Marketing and Communications Management

The Council has an effective Marketing Committee and a comprehensive Marketing and Communications Plan.

Strategies to Achieve the Objective:

- Develop, implement, and evaluate a comprehensive Marketing & Communications Plan in support of the Council's strategic plan including membership, fundraising, camping, program and other significant initiatives.
- Continue to develop the Council Marketing Committee with responsibility for all facets of marketing, including public relations, media relations, promotions and advertising.

Specific Goals to Achieve the Objective

1. Annually throughout the spring, research and review marketing programs and collateral material from National, other Councils and other not-for-profits to adopt "Best Practices".
2. Establish and maintain a schedule of Council Marketing Committee meetings. (March 2011)
3. Expand the Marketing Committee to include a representative from each district. (December 2011)
4. With the Membership committee, review past marketing efforts to new Scouts and their parents and develop a comprehensive annual Membership marketing plan. (June 2011)
5. With the Camping Committee, review past marketing efforts for all camping programs and develop a comprehensive year-round weekend camping and summer camp promotion plan. (October 2011)

**WESTCHESTER PUTNAM COUNCIL
BOY SCOUTS OF AMERICA
2011-2015 STRATEGIC PLAN**



TOTAL FINANCIAL DEVELOPMENT

OUR VISION

The Council is financially sound through a balanced funding model that addresses all current and future operating and capital needs, providing the resources necessary to achieve our vision and deliver the highest quality programs and services to the youth of Westchester and Putnam Counties.

Objective I – Operating Fund Revenue

The Council has a diversified annual income and revenue base with healthy sustained growth that is adequate to support the program and membership growth objectives of this strategic plan.

Strategies to Achieve the Objective:

- Expand the donor base by developing increased opportunities to support Scouting through additional diverse and sustainable sources of operating funds.
- Increase average gift amounts and donor retention through increased donor recognition and cultivation.
- Increase revenue from the Popcorn Sale for both units and Council.
- Increase revenue from camping and activities through increased participation and competitive pricing.

Specific Goals to Achieve the Objective

1. Maintain continued growth in Friends of Scouting campaign with emphasis on expanding the Community Campaign and Direct Mail effort, achieving a total of \$542,500 (18% growth) by 2015. Review yearend projections in September and performance in January of each year. (January 2011)
2. Develop a strong web-based contribution program. (January 2012)
3. Develop written plans to increase funding from matching gifts, volunteer service grants and corporate employee giving programs. (January 2012)

4. Implement a comprehensive donor cultivation program to increase both the gift renewal rate and average gift size. (January 2013)
5. Continue to build upon the success of the Council's Special Event fundraising, increasing sustainability and adding new events achieving a total of \$436,000 (49% growth) in net income by 2015. Review yearend projections in September and performance in January of each year. (January 2011)
6. Create an active Foundation Resource Sub-committee of the Council Development Committee to assist with researching, engaging and soliciting new foundation gifts, to exceed \$200,000 (148% growth) by 2015. Review yearend projections in September and performance in January of each year. (January 2011)
7. Engage Units to increase Popcorn Sale income, achieving \$165,000 (18% growth) in net revenue by 2015. Review yearend projections in September and performance in January of each year. (January 2011)
8. Operate year-round camping program to achieve a positive net balance by 2015. Review yearend projections and performance in October to establish goals for following year. (October 2011)
9. Continue to manage all Council and District Activity budgets to produce a positive fund balance each year. Incorporate new programs to grow pool of revenue. Review yearend projections in September and performance in January of each year. (January 2011)

Objective II - Major Gift Revenue

The Council has secured the financial resources needed to fund the capital project initiatives, ongoing maintenance needs and operating fund requirements outlined in the Strategic Plan.

Strategies to Achieve the Objective:

- Through the efforts of the Major Gift Committee and the Endowment Development Committee, conduct a major gift campaign to address the operating, capital and endowment needs of the council.

Specific Goals to Achieve the Objective

1. Conduct a feasibility study to establish parameters of a successful Major Gift Campaign. (March 2011)
2. Form a Major Gift Committee to establish a goal based on Council needs and feasibility study findings. Committee begins to meet to provide overall leadership to campaign. (June 2011)
3. Coordinate production of campaign marketing materials. (December 2011)
4. Complete the "Silent Phase" of the campaign. (June 2012)

5. Complete “Public Phase” of the campaign. (June 2013)
6. Major Gift Campaign complete. (December 2015)

Objective III - Trust Fund Preservation

The Council has stopped the depletion of trust funds by carefully managing operating expenses, evolving service delivery models and maximizing income and net revenue.

Strategies to Achieve the Objective:

- Continue to evaluate all operating expenses and allocation of resources through the work of the Budget Committee.
- Ensure trust funds are invested to maximize the return within Executive Board approved guidelines.
- Cultivate increased one-time operating gifts and funding options to offset the decreased trust fund distributions until financial resources from the major gift campaign are available.

Specific Goals to Achieve the Objective

1. Implement annual budgets that address mission based initiatives and optimum program delivery models, while taking into account the limitations of future trust fund distributions. (January 2012)
2. While securing lead cash gifts for Major Gift campaign, utilize trust fund assets and unrestricted net assets (cash reserve) of Council to offset related expenses.
3. Build the endowment fund through major gift efforts while reducing the Council’s dependency on trust fund distributions. Reduce annual trust fund distributions from 7% to 5% for operating and maintenance expenses by 2015.
4. Continue to recruit top level financial sector executives to evaluate trust fund performance and determine best investment options for Council funds through the efforts of the Trust Management Committee. (January 2012)