2005 to 2010

Strategic Plan Summary

TRUSTWORTHY LOYAL HELPFUL FRIENDLY COURTEOUS KIND

words to live by

OBEDIENT CHEERFUL THRIFTY BRAVE CLEAN REVERENT

For more details or for a complete strategic plan,
please contact us at 408-280-5088.

Santa Clara County Council
Boy Scouts of America

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To Benefit the Youth of Our Communities

Santa Clara County Council
Boy Scouts of America

INTRODUCING THE STRATEGIC PLAN

A Note from Leadership

In the pages that follow, we will outline blueprints for Santa Clara County Scouting over the next five years.

The targets that have been set and the vision that has been created are the collected efforts of over forty Scouting and community leaders who participated in our process, strategic plan committee members, six sub-committees, hundreds of Scout leaders, and camp leaders who share one collective goal.

> **To bring fun and adventure into the lives of area youth and help prepare each child we serve for a productive and successful adulthood, by delivering on our promise of building strong leaders with good character and firm values..**

Scouting endeavors to achieve this goal by offering a top-notch program to an increasing number of youth.

This goal not only feeds the direction and intent of our strategic plan, but serves a rising need in our community. Today, more than ever, the youth of our community lack the developmental assets that they need for healthy growth. As an organization, we are eager to serve as leaders in the delivery of these areas.

Within our strategic plan, you will see this mission expressed through five critical strategies:

- "Doubling the Impact" by increasing membership and participation.
- Enhancing Scout facilities.
- Building effective staff and volunteer leadership.
- Following a coordinated marketing effort.
- Continuing a diversified funding plan.

Collectively, the strategic plan committee, professional staff, and Executive Board are proud to submit our vision to you as introduction to an exciting journey and invitation for you to be a part of making a difference and changing lives.

Sincerely,

Richard M. Brenner
Council President

George Denise
Council Commissioner

Jason Stein
Council Scout Executive

Designed Future
In 2010, we are the premiere youth organization in the Santa Clara County.

Our innovative programs are in demand by youth of all ages.

We are well-respected for serving and reflecting our community. Our dream team of volunteers and staff collaborates with community organizations to maintain our financial independence and to ensure optimal utilization of our state-of-the-art facilities.

We inspire through leadership excellence.

Scout Law
A Scout is: Trustworthy, Loyal, Helpful, Friendly, Courteous, Kind, Obedient, Cheerful, Thrifty, Brave, Clean and Reverent.

"...in demand by youth of all ages..."

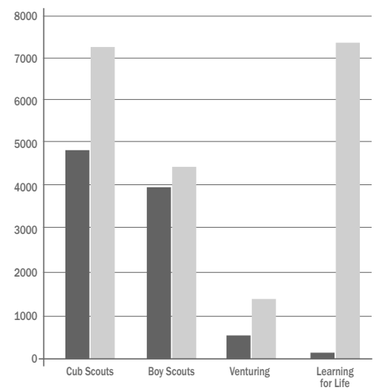
MEMBERSHIP AND PARTICIPATION: Double the Impact

Bringing youth to Scouting and Learning for Life is job #1.

With a rising number of high risk behavior in our community, it is imperative that we offer a nurturing environment for support, empowerment, and learning through our programs.

The Santa Clara County Council plans to "double the impact" of Scouting by increasing membership to serve the diversified ethnic populations of Santa Clara County and retaining participation through solid programming. By 2010, we would like to serve 20,700 youth.

- Cub Scouts increase from 4,830 to 7,400 (48%)
- Boy Scouts increase from 4,044 to 4,600 (12%)
- Venturing increase from 585 to 1,200 (110%)
- Learning for Life increase from 863 to 7,500 (301 in 2004)



In doing this, we will provide meaningful and character-building experiences to a greater number of youth and, ultimately, support healthy youth development.

We can reach this aggressive benchmark through focus in three of our core areas.

The Cub Scout Program serves boys in grades 1st through 5th. These boys are invited to the adventure and camaraderie that their cub pack can offer. More boys will get involved in the following ways:

- **Soccer and Scouting Youth Development Program** – combines a values-rich and family-centered Scouting program to the Hispanic community with the fun and fitness of soccer.

  The soccer and scouting program ended 2005 with 135 and is expected to swell to 1,500 youth served in 35 packs.

- **Year-Round Membership Plan** – builds a culture of community by diligently supporting the creation and successful operation of local packs. Every boy deserves an opportunity to join a local pack at his school, church or community club. One way that this happens is when a priority is placed on the philosophy of "One School — One Pack." School recruitments take place twice a year — once in the fall and once in the spring, with an emphasis on boys going into first grade.

In instances where a school does not have its own Cub Scout pack, new leadership should be identified to support the program. By having a pack at every school, we expand program accessibility. To this end, the council will begin holding an annual winter new unit drive.

In order to support the programs of new existing Cub Scout packs, we must bolster the existing support structure. Additional unit commissioners should be recruited so that each pack is counseled by an experienced and trained unit commissioner. The council should have one commissioner for every three units. All pack leadership (Cubmasters, committee chairmen, and den leaders) need to complete the official BSA training.

- **Quality Year Round Camping Opportunity** – develops key county-wide experiences at Camp Chesebrough to supplement individual pack programming and encourage outdoor adventure.

Together, these initiatives will bring total Cub Scout membership from 4,830 at the end of 2005 to 7,400 by the end of 2010.

The Venturing Program serves youth men and women between the ages of 14 and 21. Venturing crews build around a variety of foci, including high adventure, Sea Scouting, sports, hobbies and interests, and youth ministry. We anticipate this cutting-edge program can expand in two directions:

- Collaboration with church youth groups provides an effective, turn-key program for church leaders to utilize for their individual purposes. The Santa Clara County Council can provide curriculum and outdoor experiences for use.
- Growth of high adventure opportunities for new and existing Venturers through enhanced program at the council's Camp Hi-Sierra and coordinated contingencies to National BSA High Adventure Bases in the mountains of New Mexico, the lakes of Minnesota, and the Florida Keys.

Through these strategies, Venturing membership should double from 585 served in 2005 to over 1,200 young men and women.

The Learning For Life/School-based Programs provide youth the opportunity to receive age-appropriate character and life-skill education lessons at the elementary and high school levels. These programs are in high demand and anticipated growth can rise to 7,500 with appropriate structure and support.

To implement this vision, we will employ an experienced and knowledgeable professional Scouter to coordinate and promote the program. That individual will also be responsible for recruiting and training a high profile group of educators and community leaders to serve as the Advisory Board for Learning for Life

Additional diversification of the high-school level Exploring program will be achieved through partnership with local businesses in order to introduce youth to their career field.

"...optimal utilization of our state-of-the-art facilities..."

Membership	2005	2006	2007	2008	2009	2010
Cub Scouts						
Projected Membership	4830	5600	6000	6400	6900	7400
Projected Units	165	176	183	190	195	205
Boy Scouts						
Projected Membership	4044	4275	4400	4475	4525	4600
Projected Units	157	157	159	160	162	165
Venturing						
Projected Membership	585	700	850	950	1050	1200
Projected Units	74	78	84	87	92	98
Scoutreach (**included in program totals)						
Projected Membership	135	500	750	900	1200	1500
Projected Units	7	12	15	20	25	35
Traditional Membership Subtotals						
Projected Membership	9,459	10575	11250	11825	12475	13200
Projected Units	396	411	426	437	449	468
Learning For Life						
Projected Participation	863	1000	2000	4000	5500	7500
Council Membership Total						
Projected Membership	10,322	11575	13250	15825	17975	20700

FACILITIES: Enhance Facilities

Our second strategy is to ***enhance the facilities*** of the Santa Clara County Council. These Scouting destinations provide opportunities for youth to learn positive values and identity, build social competencies, and pursue new interests within an environment of fun and adventure.

We enjoy three separate facilities — each with their own opportunities for enhancement.

- **The Council Service Center** is located at 970 West Julian Street in San Jose. The Council's professional and administrative staff utilize much of the building for offices and meeting rooms. Additional space is leased to the Scout Shop where uniforms, awards, and training supplies are sold.

  In order to facilitate increasing usage, we will need to maximize space to provide for sufficient desk and work space as well as enlarged meeting rooms with improved technologies for trainings.

- Atop the Santa Cruz Mountains, **Camp Chesebrough** provides a terrific venue for convenient and easy day or weekend outdoor opportunities. At over 640 acres, the facility can accommodate large groups and offers a full-kitchen.

In order to accommodate anticipated growth in Cub programs and adult trainings, we will seek to accomplish the following:

- Build a 2400 sq. ft. training center.
- Add additional campsite latrines.
- Create two new campsites.
- Construct small group sleeping shelters for young and inexperienced campers.
- Plan additional constructs for nature lodge, new camp office and first aid center, storage and maintenance building, and caretaker's house.

These improvements tie into overall program by facilitating training to reach 75% of top leaders by 2010, expand year-round Cub Scout camping programs to include family camping and unique weekend experiences, and developing special camps for Soccer and Scouting participants.

- **Camp Hi-Sierra** sits amidst the beauty of Sierra Nevada mountain range and serves as a popular long-term camping destination for Northern California troops. The camp offers traditional summer camp offerings as well as high adventure alternatives at the adjacent Base Camp.

Continued improvements to the camp infrastructure will be undertaken to strengthen our position as a preferred Northern California summer camp, including:

- Remodel, repair, or replace water and electrical capacities.
- Modernize campsite toilets, washbasins, tables, tent platforms, cots, tents, and campfire areas.
- Design sufficient campsite capacity, dining hall space, and program facilities to accommodate 250 campers, 50 leaders, and 60 staff per week during summer camp.
- Sufficient housing to accommodate 50 persons plus 5 staff during winter and non-summer months.
- Provide facility and equipment enhancement for existing programs.
- Develop high adventure opportunities through the return of Pinecrest Lake programs of advanced aquatics and addition of COPE, climbing, and trail camps.

Taken together, this list helps the Council realize its vision of increasing the number of Boy Scouts at summer camp from 46% to 66% and challenging older Boy Scouts and Venturers with aggressive and specially-tailored activities.

"...dream team of volunteers and staff..."

ORGANIZATION & PERSONNEL: Effective Volunteer and Staff Leadership

To best serve these families, we must build effective volunteer and staff leadership. These leaders are guided by a Board of Directors whose members have vision and personal commitment to various projects aimed at increasing the number of adults and youth who participate in Scouting programs and use facilities operated by the Santa Clara County Council.

Together, we can achieve this key strategy in four ways:

- Create new employment positions that extend Scouting within hard-to-reach areas and focus on funding.

  An experienced and knowledgeable professional Scouter will be hired to coordinate and extend Scouting and influential and high-profile community members from the Hispanic community along with a Council Vice President of Scoutreach will be enlisted to support our efforts.

Professionals	10	12	13	13	14	14
Clerical Full/Part Time	7	8	8	9	10	11
Ranger	1	1	1	1	1	1
Total Staff	**18**	**21**	**22**	**23**	**25**	**24**

- Identify, recruit and train top level volunteers to leadership.
- Engage a blue-ribbon committee to evaluate district boundaries and make a recommendation to the board.

  In order to move forward as an organization, we need to insure that our energies are properly used and supported organizationally. We must look into the rapidly changing population and demographics of Santa Clara County to make sure that we are organized to serve youth with optimal results.

- Engage influential community leaders to serve.

  An annual nomination committee of community and board members who represent the county will review the performance of all executive members and identify and recruit potential board members to lead us forward.

  Central to our strategic plans is the creation of a Vice President of Learning For Life and Vice President of Scoutreach to spearhead our efforts in these areas.

MARKETING: Coordinated Marketing Effort

In order to bring a clear and effective vision to this plan and the organization's efforts, we must also extend our marketing efforts outward to the public-at-large and show Scouting at its best through a *coordinated marketing* effort built around an annual plan.

While inspiring and impressive stories of Scout community service and heroics abound, most of these stories fall short of the general public. Our intended message is often muted or even distorted.

The council Marketing and Public Relations Committee must provide support in several areas.

- *Develop a year-round marketing plan to build the brand of Scouting* within the community and *communicate with the Scouting community on all the programs options* that are available.

  Consistent messages and images will help reshape the public understanding of Scouting for the public-at-large. By championing our successes, coordinating efforts, and utilizing the talents of unit, district, and council leadership, we can effectively bring forward our story.

- *Create quality collateral pieces and website* to support the myriad of programs and fundraising opportunities.

  Achieving this goal relies on the support and partnership of local marketing, public relations, and printing companies along with the leaders of their respective industries.

- *Listen to customer feedback through surveys and focus* groups to continually improve service.

  As we expand programs to a larger and more diverse community, it is integral that our methods of communication are appropriate and adequate for a multi-cultural community.

Overall, the Santa Clara County Council must develop verbal, print, and interactive messaging that will clearly articulate the "opportunities" of Scouting to parents and children alike. Simultaneously, we must communicate Scouting values through the language of developmental assets.

FINANCE: Diversified Funding

In order to continue as one of the premiere non-profit youth organizations in the county, the Santa Clara County Council will endeavor to expand and diversify income sources in order to grow income and develop new donors.

Over the next five years, we will follow a three-pronged approach — maintain an annual operating surplus, fulfill capital needs for facilities, and grow the endowment fund.

Within *annual operations,* we expect to grow income by increased direct support and camping/activity revenue.

Under direct support, foundation funding for non-traditional programs such as Soccer and Scouting and Learning for Life, additional special events at a pace of one per year, and Friends of Scouting increases as a result of expanded membership and board commitment will show significant growth.

"...well-respected for serving and reflecting our community..."

"...collaborates with community organizations to maintain our financial independence..."

Under camping/activity revenue, income growth will be seen through expanded camp usage, expanded activity opportunities, and facility use fees.

As you can see from the chart below, income and expenses are expected to rise $525,000 by 2010. Growth in income revenue will be equally seen in direct support and camping/activity revenue.

Capital needs have yet to be identified for our facility enhancement. This funding will be necessary to realize the improvements listed previously for the Council Service Center, Camp Chesebrough, and Camp Hi-Sierra. A special campaign will be organized with support of steering committee and critical partners within the construction industry.

Lastly, significant gains are projected for the *endowment fund.* A full-time Endowment Director will be employed to develop prospects, relationships, and work with the Scout

Santa Clara County Council for the Years 2006–2010

	2006	2007	2008	2009	2010
Support and Revenue					
Friends of Scouting	$752,550	$790,000	$825,000	$865,000	$905,000
Project Sales	18,350	22,000	24,000	25,000	27,000
Special Events Net	272,850	310,000	330,000	350,000	375,000
Foundations & Trusts	50,000	60,000	70,000	80,000	90,000
Associated Organizations	294,004	294,004	294,004	294,004	294,004
Product Sales-Less Commissions & Cost	202,000	220,000	230,000	240,000	250,000
Investment Income	135,000	138,000	141,000	145,000	150,000
Camping Revenue	443,300	450,000	460,000	470,000	480,000
Activity Revenue	169,585	200,000	225,000	250,000	275,000
Other Revenue	98,500	63,500	24,500	120,000	26,000
Total Support & Revenue	**$2,436,139**	**$2,589,504**	**$2,707,504**	**$2,830,004**	**$2,960,004**
Expenses					
Total Employee Compensation	$1,372,056	$1,520,658	$1,596,690	$1,706,524	$1,791,850
Professional Fees	78,300	80,000	82,000	84,000	86,000
Supplies	208,011	217,000	220,000	222,000	230,000
Telephone	12,000	13,000	14,000	14,000	15,000
Postage & Shipping	24,175	26,000	27,000	28,000	29,000
Occupancy	348,524	349,000	350,000	351,000	352,000
Rental & Maint of Equipment	37,350	38,000	39,000	41,000	42,000
Printing & Publications	59,860	60,000	62,000	64,000	66,000
Travel	82,260	82,000	85,000	87,000	90,000
Conferences & Meetings	23,700	15,000	16,000	17,000	18,000
Specific Asst. to Individuals	7,300	15,000	20,000	30,000	40,000
Recognition Awards	98,943	99,000	100,000	101,000	102,000
Insurance	20,725	22,000	24,000	26,000	28,000
Other Expense	13,615	14,000	14,000	15,000	15,000
Charter & Nat'l Service Fees	30,100	31,000	32,000	32,000	33,000
Other Expenses	1,044,863	1,061,000	1,085,000	1,112,000	1,146,000
Total Expenses	**$2,416,919**	**$2,581,658**	**$2,681,690**	**$2,818,524**	**$2,937,850**
Surplus/Deficit	$19,220	$7,846	$25,814	$11,480	$22,154

**2005 Projected*

Executive, Board and Regional Counsel to secure gifts. (Part or all of this position will be funded through a previously received gift, restricted for an endowment employee.) Additional investments are expected through investment in appropriate donor software and creation of Heritage Society newsletter and brochures. The goal for the combined endowment funds of the Memorial Foundation and Council Endowment is $10 million dollars.

SUMMARY: Realizing the Vision

The plan that has been laid out in the preceding pages clearly satisfies critical needs for the communities of Santa Clara County. Our population is changing like never before and demands for time and resources continue to soar. At the same time, children's needs for the delivery of developmental assets to insure healthy growth are often unmet.

Our strategic plan provides a detailed response to this need.

- **Doubling the Impact** – Membership and participation growth will double as we evolve within the Silicon Valley. Cub Scouts (1st – 5th grade) will receive additional opportunities to join through the Hispanic-focused Soccer and Scouting Youth Development Program and focused year-round recruitment campaigns. The co-educational venturing program (14-21 years of age) will grow with added emphasis on church and community partnerships and expanded high adventure opportunities. The in-school and career-based Learning For Life programs will expand with the addition of professional and volunteer support.

- **Enhancing Scout Facilities** – The rising demand for outdoor opportunities will be satisfied through facility upgrades at the Council Service Center and Camp Hi-Sierra as well as additional facilities at Camp Chesebrough. These improvements allow for expanded usage, additional programs, and enhanced experiences for youth.

- **Building Effective Staff and Volunteer Leadership** – The energies and enthusiasm of families must be emboldened by the efforts of staff and volunteer leadership. The numbers and effectiveness of this leadership will continue to improve through new employment positions, renewed emphasis on volunteer training, organizational restructuring, and expanded Board participation.

- **Coordinated Marketing Effort** – A clear and effective vision will be brought to this plan through the organized efforts of the Council Marketing and Public Relations Committee. These leaders will develop and implement a year-round marketing plan, create quality collateral pieces and website, and listen to customer feedback through surveys and focus groups.

- **Diversified Funding Plan** – The success of this vision relies on our overall success in diversifying income sources. Increased direct support and camping/activity revenue will fulfill increased operational costs. A limited capital campaign will allow for facility improvement. Added emphasis in endowment through staffing and donor cultivation will provide longterm funding stability.

Taken together, the five-year plan is an ambitious, yet attainable blueprint for assisting the wants and needs of Silicon Valley families.

"...In 2010, we are the premiere youth organization in the Santa Clara County..."