



Mission: Prepare young people to make ethical and moral choices over their lifetime.

We must be innovative and relevant in our approach and actions to extend the benefits and opportunity of Scouting to youth in all communities. We must develop a growing and vibrant organization through engaging and supporting all volunteers in their unit, district or council volunteer roles.

Our Current Challenges and Focus Areas

★ MEMBERSHIP GROWTH	★ LEADERSHIP	★ FINANCE	★ PROGRAM	★ PHYSICAL RESOURCES
<ul style="list-style-type: none"> • Interests and needs of families have changed. • Developing an agreed-to and understood growth plan that proactively engages all Scouting constituents. 	<ul style="list-style-type: none"> • Success is dependent upon our direct contact leaders, i.e., our “front-line” workforce. • Recruiting, training and retaining of talented volunteers at all levels. 	<ul style="list-style-type: none"> • Operating budget constraints. • Need more volunteer engagement in districts to fund programs. • Declining uw revenue. • Educating public on Scouting’s impact - <i>Build Case for Support.</i> 	<ul style="list-style-type: none"> • Provide premier outdoor programs. • Provide premier advancement programs. • Provide new relevant ideas to generate growth. • Think “Out of the Box”. • Highlight Scouting’s “Service to Community”. 	<ul style="list-style-type: none"> • Budgets are challenged due to escalating general costs. • Focus on controlling costs during the creation of budgets. • Effective utilization of property and assets.

Why We’ll Grow

CHARACTER AND LEADERSHIP

- ★ *We are establishing the most RELEVANT and RIGOROUS requirements for defining character and leadership programs.*
- ★ *We will utilize the “B.S.A Best Methods” approach to achieve membership, program, finance, and leadership objectives.*
- ★ *The way we deliver character and leadership is the distinguishing feature of the BSA. It’s our competitive advantage.*

Our Strategy

<p>1 MEMBERSHIP GROWTH</p> <ul style="list-style-type: none"> • Enhance school relationships & community partnerships. • Targeted new unit campaigns • Targeted multi-cultural outreach initiatives. • Market the B.S.A. brand. • Grow all B.S.A. programs. 	<p>2 LEADERSHIP</p> <ul style="list-style-type: none"> • Model leadership & governance excellence by a top tier Executive Board. • Hire, develop & retain talented professional staff. • Increase focus on training & retention of all volunteers. 	<p>3 FINANCE</p> <ul style="list-style-type: none"> • Grow annual revenue. • Grow endowment funding. • Manage capital, maintenance and operating costs. • Display the highest standards of stewardship & transparency. • Cultivate upper donor giving. 	<p>4 PHYSICAL RESOURCES</p> <ul style="list-style-type: none"> • Develop short and long term strategic camp property plan. • Provide effective council service center operation services. • Enhance operations through technology & innovation. • Manage risk.
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MEMBERSHIP

Expanding Scouting programs to SWFL youth in all communities

- Increase membership across:
 - *Cub Scouts*
 - *Boy Scouts*
 - *Venturing*
 - *Exploring*
 - *Learning for Life*
 - *Pilot Programs*
 - *Outreach*
 - *Targeted new unit campaigns*



PEOPLE

Reflecting the communities we serve

- Create talent management strategy that includes leadership development.
- Increase diversity to reflect the communities we serve.
- Hire needed staff to guide volunteer development.
- Further develop effective district organizations.



CULTURE

Recognizing people as our greatest resource

- Create shared core operating principles for the BSA culture.
- Form integrated district and council operations team culture.
- Drive *Journey to Excellence* culture to achieve benchmarks at all levels.



IT INFRASTRUCTURE

Leveraging technology to enable growth

- Focus on delivering the following:
 - Provide council needed technology.
 - My Scouting Tools.
 - Scoutbook.
 - Commissioner Tools.
 - Home website: www.swflcouncil.org
 - Consistent digital communications to volunteers, parents, youth, donors & public.



FINANCE

Maintaining the financial health of the organization

- Develop a board governance culture of delivering financial results.
- Generate new sources of revenue.
- Manage cash flows
- Align all budgets to produce budget surpluses.
- Achieve 20% endowment annual budget operations.



CAMPS AND VOLUNTEER SERVICE CENTER

Delivering outdoor adventures and quality leader services

- Complete long range camp property strategic and business plans.
- Build and market specific camp experiences to increase camp usage.
- Provide youth experiences they can't get elsewhere.
- Provide a high level of volunteer customer support services.

We Will Grow By

2017-2020 Goals

2017-2020 TIMELINE AND ANNUAL REVIEW PROCESS



Vision Statement: Prepare every eligible youth in our community to become a responsible, participating citizen and leader.