



BOY SCOUTS OF AMERICA®

Greater Tampa Bay Area Council

Three Year Manpower Strategic Pillar 2019-2021

Strategic Mission- The Greater Tampa Bay Area Council will improve the experience of all youth and adult members by ensuring that volunteer and staff positions at all levels of the organization are filled by the most qualified people, who are then trained and given opportunities to succeed in their position.

Board Level Manpower

Strategic Goal 1- Board Level Recruitment and Maintenance

Recruit and maintain an Executive Board of individuals of stature and influence who will bring strength to the board and win confidence and support for scouting.

Action Steps

1. Review each year the Executive Board Expectations Document. The expectations are then to be used by the nominating committee to recruit new members and evaluate existing members and their contributions to scouting.
2. Nominating Committee representing the diversity of our community to meet quarterly in order to vet new additions to and deletions from the Board
3. Consider and Monitor the diversity of the District Committee in nominating new members (race, gender, age, geography, business type etc.)

Strategic Goal 2- Board Level Manpower Succession Planning

Plan and act to ensure continuity and succession of Council Board leadership (Officers of the Corp).

Action Steps

1. President and Nominating Committee to review succession plan for each officer position in the council to ensure continuity and succession planning (e.g. populate not only the current officer organization chart but also draft future year charts with list of possible candidates for each position-recommendations should be made for 2 to 3 years in future)
2. Plan and act to ensure continuity and succession of Council level volunteer leadership (Committees of the Board, Other committees e.g. Camping, Aquatics, Special Events, Family FOS)
3. Review changes at each Executive Committee meeting a listing of current and proposed chairs of each committee/project.



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Three Year Manpower Strategic Pillar 2019-2021 cont.

Strategic Goal 1- District Manpower Recruitment and Maintenance

Recruit and Maintain a District Committee of individuals of stature and influence in the local community who will bring strength to the board and win confidence and support for Scouting.

Action Steps

1. Develop and approve each year a District Committee Expectations Document. The expectations are then to be used by the nominating committee to recruit new members and evaluate existing members and their contributions to Scouting.
2. Nominating Committee representing the diversity of the community is recruited and developed in each district and will meet quarterly to vet new additions, deletions from the District committee.
3. Consider and Monitor the diversity of the District Committee in nominating new members (race, gender, age, geography, business type etc.)

Strategic Goal 2 District Manpower Succession Planning

Plan and act to ensure continuity and succession of District Committee leadership.

Action Steps

1. Nominating Committee to review succession/recruitment plan for each committee position, (e.g. populate not only the current officer organization chart but also draft future year charts) to ensure the positions are filled with the appropriate people.
2. Plan and act to ensure continuity and succession of District level volunteer leadership (Camping, Training, Advancement, Aquatics, Special Events, Family FOS, etc.).
3. Review at District Annual meeting a listing of current and proposed chairs of each committee/project.
4. Committee members shall receive appropriate training and such completion of training shall be tracked.
5. Work with the Council Training Committee to provide training for each person for their position.
6. Promote online training for positions.



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Commissioner Staff

Strategic Goal 1- Commissioner Staff Recruitment and Maintenance

To help units deliver an effective program each district will recruit enough Commissioners to have an average ratio of 3:1 for Units to Commissioners and 5:1 Assistant District Commissioner to Unit Commissioner ratio. This will include special Commissioners for troops that serve the disabled and all-girl units. (Target period 12/2021)

Action Steps

1. Identify units with high adult leader to youth ratios for commissioner recruitment.
2. Solicit among alumni organizations (e.g. NESA, OA) for additional commissioners.
3. Give recognition to commissioners annually

Strategic Goal 2- Commissioner Staff Unit Visitation Goal

To help units deliver an effective program the Commissioner staff will contact 90% of all units at least six times each year, including one written detailed assessment (Target period 12/2021)

Action Steps

1. Tracking of unit contacts will be reported accurately and timely
2. Commissioner staff will identify units that are not being visited or contacted enough unit and develop a correction plan
3. Make each unit contact an important role for Assistant District Commissioner (ADC) to perform if Unit Commissioner cannot do it

Strategic Goal 3- Commissioner Staff Training

To help units deliver an effective program the Commissioner staff will be properly trained (Targets of 50 percent of Unit Commissioners trained by May 2019; 70 percent trained by May 2020; 90 percent trained by May 2021)

Action Steps

1. Provide annual training for the commissioner staff (College of Commissioner Science)
2. Provide other opportunities for training including on-line training
3. Include training at the District Committee Workshop.
4. Each District Commissioner shall appoint one ADC responsible for creating training opportunities and for tracking training attendance.



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Training

Strategic Goal 1- Overall Volunteer Manpower Training

The council will offer training in support of the Mission of the Boy Scouts of America and meet the Gold Standard for Trained leaders annually.

Action Steps

1. The Council Training Committee will develop and publish a Master Training Plan to offer and support training throughout the council and districts.
2. The Council Training Committee will ensure that BSA training courses are delivered as designed throughout the council to meet the training needs for volunteers at all levels of the organization
3. The Council Training Committee, Commissioner Corps, and professional staff will market training to all leaders, with an emphasis on leaders of new units.
4. The Council Training Committee will seek to ensure that training opportunities are accessible to all members.
5. The Council Training Committee will ensure that staffing opportunities for training courses are available to a broad representation of qualified adult and youth leaders.
6. The promotion and delivery of training courses will focus on maintaining a youth-friendly and safe environment, will foster adult and youth leadership skills development, and will increase the council's capacity for growth.
7. The council will seek to meet and exceed national goals for trained leaders for Youth Protection Training.
8. The council will seek to exceed national goals of direct contact leaders trained by more than five percent.
9. Adult and youth training will be offered at an annual council-wide University of Scouting, at merit badge academies, during council-sponsored themed camping weekends such as camporees, and at Order of the Arrow lodge events.
10. The council's leadership pool will be increased through the regular delivery of a comprehensive selection of national leadership training and experiential courses such as National Youth Leadership Training (NYLT), Wood Badge, Powder Horn, and Sea Badge.
11. Adult and youth leaders will be encouraged to attend national training opportunities such as Philmont Leadership Challenge (PLC), National Advanced Youth Leadership Experience (NAYLE), the Order of the Arrow's National Leadership Seminar, and Sea Scout Advanced Leadership (SEAL) training, and to attend training conferences at the BSA's high adventure bases.



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Three Year Manpower Strategic Pillar 2019-2021 continued

Strategic Goal 2- Manpower Training Assessment

The assessment of training will occur at regular intervals as an aid to future planning.

Action Steps

1. The Council Training Chair will regularly report council and district training statistics to members of the Training Committee, the committee's staff advisor, and the council's Vice-President of Program.
2. Each quarter, Council Training Committee members will assess select completed and planned courses to ensure programmatic continuity and adherence to the council's mission and training goals.

Professional Staff

Strategic Goal 1- Professional Staff Organization and Training

The council Professional Staff will be organized appropriately to carry out the responsibilities of the professional staff and each staff member will obtain training each year that is appropriate for the job description. Such training may be both BSA specific or from outside providers

Action Steps

1. As part of each employee's annual performance evaluation a training plan for each employee will be designed for the upcoming year.
2. A component of each employee's performance evaluation review is the completion of the prior years training plan to be considered.
3. The Scout Executive will maintain an appropriate employee organization chart together with job descriptions for each position.
4. Each year prior to the annual business meeting of the Council the Executive Committee of the Board will review such organization chart together with Job descriptions.

Strategic Goal 2- Professional Staff Compensation

Employees will be compensated appropriately in accordance with job responsibilities and performance.

Action Steps

1. Each employee will be evaluated quarterly as to performance against job responsibilities
2. Each employee will have their compensation reviewed by the Compensation Committee considering their job responsibilities and performance annually.
3. During the annual compensation reviews the Compensation Committee shall consider the appropriateness of the salary scales then in effect including a review of comparable positions at other organizations.



BOY SCOUTS OF AMERICA™

GREATER TAMPA BAY AREA COUNCIL

Three Year Membership Strategic Pillar 2019-2021

Strategic Mission: In order for the Greater Tampa Bay Area Council to adapt, grow and thrive based on the internal organizational changes and external societal changes, a Strategic Plan has been developed by a committee of dedicated and experienced Scout leaders within the Council. The overall desire is to attract and retain Youth to Scouting by enhancing our efforts to effectively connect with families and communities. The result will be sustainable, balanced and diverse membership growth over the next five years.

Strategic Goal 1- Increase retention rate of registered youth in Traditional Programs from 66% to 75%, or 3% annually over three (3) years.

Action Steps

1. In 2019 improve the Trained Leader percentage within the council to 50% or higher.
 - a. Expand training teams in each district and offer mobile training to units
 - b. Promote mobile training app to leaders
 - c. Offer child care or family care for BALOO/IOLS training events
 - d. Promote Unit Trainer position
 - e. Produce an Annual Scouting Conference with training classes
 - f. Conduct University of Scouting annually
 - g. Promote training opportunities via direct mail/personal visits
2. Increase the quality and quantity of council and district wide events by increasing experienced leaders that serve on committees which host activities.
 - a. Advertise volunteer opportunities at Wood Badge courses
 - b. Offer incentives for volunteers to serve (free or discounted registration/tuition)
 - c. Recruit parents at Unit meetings
3. In 2019 and each following year monitor unit participation monthly and identify struggling units prior to re-charter. Also increase Commissioner Visitation rates and link struggling and new units with established and successful "Mentor" Units.
 - a. District Commissioners encourage Unit Commissioners to attend meetings
 - b. Request Units to track and report meeting attendance to Unit Commissioners
 - c. Use Journey to Excellence to identify strong units which can mentor weaker units
 - d. Promote and encourage mentor program to all Units
4. In 2020 develop a Webelos to Scouts/BSA transition program to be run at the district level where emphasis is spent on preparing Webelos and Arrow of Light scouts and their family for the transition to a youth run Scouts BSA unit, as well as working with Scouts BSA units on developing a strong new scout program.
 - a. Districts hosts a "Back to Brownsea" with Council support
 - b. Districts hosts a Scouts BSA Demo Camp/Troop Rush (Recruitment)
 - c. Encourage Districts to host Road to First Class (at Camporee, etc.)



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GREATER TAMPA BAY AREA COUNCIL

Three Year Membership Strategic Pillar 2019-2021 cont.

5. Eagle Scout path/plan promotion to Cub Scout aged youth.
 - d. Encourage Den Chiefs for every Webelos/Arrow of Light Den
 - e. Invite Cub Scouts/Webelos/Arrow of Light's to Eagle Scout Projects
 - f. Devise a system for Packs to connect with Life Scouts working on Eagle
 - g. Invite Life Scouts to Pack/Den meetings to talk about Eagle projects

5. New youth/adult follow-up contact plan.
 - a. Assign every Unit leader/experienced parent with a new parent (buddy system)
 - b. Develop a quarterly "Welcome to Council" e-newsletter for new families for year-one of Scouting
 - c. Develop a quarterly "Welcome to Leadership" e-newsletter with Council to District news and events, as well as training event volunteer opportunities

6. Closely monitor youth advancement.
 - a. Strongly encourage Scoutbook Lite to track advancement
 - b. Request Units to report advancement quarterly to Unit Commissioners
 - c. Compare reported advancement with JTE score to identify units with low advancement rates prior to recharter

7. Ensure professional staff and commissioners contacts 100% of the units in assigned area.
 - a. Staff should communicate regularly with assigned units
 - b. Staff should communicate regularly with Commissioner Staff
 - c. Staff should attend district roundtables

8. Distribute annual satisfaction survey to Scout leaders.
 - a. Develop a standard electronic survey for district and council volunteers
 - b. Push the survey out via email and social media to unit leaders annually

Strategic Goal 2- Expand market share by increasing Scout Units by a net 25 units per year (Cub Scouts, Scouts BSA, Venturers, Sea Scouts, Explorers) from 470 units to 545 units over a 3-year period.

Action Steps:

1. In 2019 and each following year, work with Charter Organizations in underserved areas to find leaders and start new Units. Provide support to new leaders through training and mentorship.
2. In 2019 successfully complete the New Unit Initiative for 2019 achieving the accompanying goals
3. In 2019 and each following year maintain a working list of potential new Chartered Partners to sponsor Scouts/BSA Troops for female members
4. Increase awareness of the Venture and Sea Scout Programs by promoting the programs to High Schools and Colleges in the Council.



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Three Year Membership Strategic Pillar 2019-2021 cont.

5. In 2019 and each following year promote the Explorer program to local business organizations to increase opportunity for participation partnering with Career center schools as well as Education Workforce coalitions in the area.
6. In 2019 and each following year, utilize Community Outreach coordinator and District Volunteers to execute a minimum of 12 presentations to civic service groups and organizations in each district.
7. In 2020 Examine the density of youth served for every Pack-to-School relationship and develop and implement a plan to bring all schools up to 7% density or more.

Strategic Goal 3- Each year increase number of registered youth members, including male and female members, minorities and special needs youth by 10% annually over 3 years and achieve goal of 25,000 traditional youth by 2025. (Cub Scouts, Scouts BSA, Venturers, Sea Scouts, and Explorers).

Action Steps:

1. In 2019 and each following year develop an active membership committee in each district that proactively trains Unit Membership chairs.
 - a. Hold Council Membership Committee meetings year-round.
 - b. Find Membership Committees for each District, encourage meetings year round
 - c. Have a unified Recruitment training to be scheduled and held prior to the start of the Summer vacation as well as prior to School recruitment time
2. In 2020 hold community activities to encourage awareness and participation, using these events to promote GTBAC activities throughout the council area.
 - a. Each district should participate in at least one event where the district committee and units can showcase their presence and events.
 - b. BSA Representation at Large Local events i.e. County Fairs, Car Shows, etc.
3. Expand understanding of family Scouting program and "Scout Me In", by increasing the knowledge more female youth and their families will be excited to join.
 - a. At any event there is BSA Representation," Scout Me In" handouts and posters should be available
 - b. Create Council specific Social Media promotions and YouTube videos explaining the "Scout Me In" policies.

Committee Members:

- Bill Guglielmi (Vice President Membership GTBAC), Ft. Brooke
- Melissa Snively (Advisor), Timucua
- Meaghan Fleetwood (Committee Chair), Timucua
- Mark Dye, Thunderbird
- Krista Knowles, Withlacoochee



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GREATER TAMPA BAY AREA COUNCIL

Three Year Membership Strategic Pillar 2019-2021 cont.

- Brian Lehman, Ft. Brooke
- Leslie Miller, Suncoast
- Elissa Motter, Lake Region
- Cassie Riddick, Skyway
- Chris Schwab, Miccosukee
- Sherrod McCree, GTBAC Staff Advisor



BOY SCOUTS OF AMERICA®

Greater Tampa Bay Area Council

Three Year Sustainability Strategic Pillar 2019-2012

Strategic Mission: To ensure that the Greater Tampa Bay Area Council has strong fiscal capacity, sufficient revenue generation and good governance to provide the Council with the financial sustainability to deliver a high-quality Scouting program for years to come.

Strategic Goal 1- Complete Property Review and Develop Strategic Plan for each Camp Property

Action Steps:

1. In 2019 work with VP of Properties to make decisions on sale of non-core properties
2. In 2019 Working with VP of Properties develop Capital and Maintenance Budgets for each property for immediate needs
3. In 2020 work with Endowment and Operations to fund capital items and establish maintenance reserves.

Strategic Goal 2- Develop 5-year Capital Needs plan for Council to ensure future properties and facility needs are met.

Action Steps:

1. In 2020 work with VP of Properties to develop long term Capital Expenditure Plan
2. In 2020 work with VP of Programs to establish program needs at each camp and cost these out
3. In 2020 work items from Properties and Program committees recommended needs into long term capital plan of Council

Strategic Goal 3- Increase Endowment giving through the establishment of an Endowment Campaign

Action Steps:

1. In 2019 establish Endowment Campaign Committee
2. In 2020 work with Executive Committee to establish size/needs of Capital Campaign
3. In 2021 start campaign with Capital and Endowment being the two key components of the Campaign



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Three Year Sustainability Strategic Pillar 2019-2021 cont.

Strategic Goal 4- Grow FOS as a component of the overall budget

Action Steps:

1. Each year set an annual goal of at least 7% growth in FOS on an annual basis
2. In 2020 establish a VP for FOS and establish FOS Committee
3. Each year set a goal of completing FOS by June of each year

Strategic Goal 5- Create \$1m annual campaign Principal Leaders for Leadership Principles.

Action Steps

1. In 2019 create Committee of Past, Current and Future Presidents to lead Campaign
2. In 2019 set goal of 100 individual donors giving at least \$10,000 annually to the GTBAC by 2021
3. In 2020 achieve goal of at least 60 individual giving at the \$10,000 level and achieve 100 donors at this level by 2021

Strategic Goal 6- Renew focus on Board of Directors

Action Steps

1. In 2019 work to establish a set number of Board members for the Council
2. Each year work to upgrade standing of Board Members in the community
3. In 2019 and each year following set geographic goals for Board makeup for broad representation



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Three Year Council Properties Strategic Pillar 2019-2021

Strategic Mission: The council's properties collectively represent the single largest asset of the corporation, and stewardship and diligence must be exercised to build and maintain the properties for a growing and diverse Scout population for generations to come.

Based upon the previous statement the primary mission for the properties committee is to generate an appropriate revenue stream to support, maintain and improve the camps and service center.

Strategic Goal 1- Establish Properties Usage and Maintenance Committee

Action Steps

1. In 2019 establish a committee to generate a current physical assessment of all camp properties including a value for the expected life of the facility, current deferred maintenance and current issues that need to be addressed to bring the facility up to code and safe and effective use.
2. In 2019 and update annually, a complete future maintenance schedule for all facilities on each property. (I.e. new roof in 10 years)
3. In 2020 present report on current and future needs and code standard issues needed to be addressed.
4. In 2021 present the complete maintenance and property/facilities needs list to the Executive Board.

Strategic Goal 2- Upgrade Camp Master Program to Council Camp Master Program

Action Steps

1. In 2019 recruit Council Camp Master Chairman that will also be a standing member of the properties committee.
2. In 2020 the Council Camp Master Chair and each camps Camp Master Chair will have designed and implemented a plan to improve the training and effectiveness of the current and incoming Camp Masters.
3. In 2020 the Council Camp Master Chair will have met with each camps current Camp Master team and Camp Ranger and completed an evaluation of each camps current Camp Master program.
4. In 2020 establish an event Dining Facilities Steward at each camp. This person would report to the Camp Ranger. This person would be responsible for the health and safety of the facility including cleanliness, required hot/cold checks, documentation and program and participant liaison.



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Three Year Council Properties Strategic Pillar 2019-2021 cont.

Strategic Goal 3- Establish a Council Camp Advocacy Committee

The third strategic goal is to upgrade the Camp Advocacy Committee with a Council Camp Advocacy Committee Chair to oversee and improve the effectiveness of the committees, help the Camp Advocacy Committee recruit new members and help coordinate with the Camp Masters and Council Property Committee. The Council Camp Advocacy Committee Chair will be a standing member of the Council Properties Committee.

Action Steps

1. In 2019 recruit a Council Camp Advocacy Committee Chairman which will be a standing member of the Properties Committee.
2. In 2019 Camp Advocacy Chair completes assessment of each camp property's current committee
3. In 2020 and each following year the Camp Advocacy and Camp Masters Committees will work together to coordinate work weekends, Good Turn weekends, and adopt-a-campsite programs and similar programs and actively involved in developing a corps of volunteers to assist in projects throughout the year.

Strategic Goal 4- Develop a Best Use Plan and Stewardship Plan for each property

Action Steps

1. In 2019 complete an evaluation and recommendation as to the best uses (Future) for each property based upon program separation, current usage, planned membership expansion and population density, etc.
2. In 2019 determine property that is not used to meet the mission of the Council that can be sold to generate revenue for the council properties.
3. In 2019 complete all paperwork for the Sand Skink Conservation program
4. Consolidate purchasing to one primary vendor (like GFS) for all foods and kitchen and bathroom food and cleaning supplies. (The single vendor would provide us with the service elements that their products fit and best use along with consistent reduced pricing.)
5. Establish a basic supplies list for each camp including food service basics and camp cleanliness items and keep it maintained at each camp so event chairmen and cooks do not need to purchase it (except if they anticipate exceeding what is on the list). (Like salt, pepper, napkins, soap, dish soap, Cooking oil, etc.)
6. Consolidated purchasing for council camp trading posts with increased GTBAC and camp specific items.