



**Our GAME PLAN to
MAKE SCOUTING THRIVE**

“Scouting is one of the most beneficial programs available for youths today. It gives our children an advantage in life and prepares them for leadership, citizenship, and success.” Lloyd Albert, Board President

<p>The SCOUTING ADVANTAGE</p>	<p align="center">Character & Leadership</p> <p align="center">We provide the most RELEVANT and RIGOROUS character and leadership program available today. The way we deliver the program is UNIQUE, EFFECTIVE and it is our COMPETITIVE ADVANTAGE. Scouting develops leaders that are good problem-solvers, community-minded, physically fit and that are prepared for success in life.</p>				
<p>Vision 2022</p>	<p>Serve More Youth</p>	<p>Strengthen Adult Leadership</p>	<p>Deliver Adventure with a Purpose</p>	<p>Build Financial Sustainability</p>	<p>Market Scouting Effectively</p>
<p>Key Goal</p>	<p>Increase market share from 7.2% on 12-31-18 to 8%</p>	<p>Improve the diversity (generational, gender, ethnicity, geography) of our board</p>	<p>Implement “Adventure Presentations” in 60% of units</p>	<p>Improve donor acquisition and retention through improved donor relations program</p>	<p>Increase social media followers, content and engagement</p>
<p>Our CHALLENGES</p>	<ul style="list-style-type: none"> Lack of school access Some units have not adopted our new, successful promotion and recruitment strategies Some communities lack units Some markets (New Bedford, North Providence) have low awareness Low parental participation and financial resources in some communities 	<ul style="list-style-type: none"> Volunteer and staff leadership do not adequately represent the ethnic diversity of our communities Parents are busier than ever Need new, innovative ways to recruit, train, and support volunteers Weak connection and engagement with alumni 	<ul style="list-style-type: none"> All programs need assessment towards meeting objectives Many facilities need updating to accommodate families More winterized facilities are needed Several aging facilities need updated or replaced Resources stretched too thin How to provide high adventure 	<ul style="list-style-type: none"> 7 of 9 camps operate in the red Low donor retention in Friends of Scouting campaign Funding sources need diversification Depreciation of camps is unfunded Low performing popcorn sale 	<ul style="list-style-type: none"> Reaching parents and youth through fast-changing media channels Overcome misperceptions and lack of awareness of Scouting by youth & parents Communicating effectively and timely with leaders One Council—overcome divisions with council
<p>Our 2019-2020 STRATEGY</p>	<ul style="list-style-type: none"> Strengthen relationships with schools Continued innovation in recruiting Increase units with active membership chairs Improved recruitment training for unit leaders Establish new units in areas with need and potential Expand Scoutreach for urban and disadvantaged youth Grow Exploring to improve workforce development Rebrand Scouts BSA and launch 50 new girl troops 	<ul style="list-style-type: none"> Improve recruitment, onboarding and retention of volunteer leaders Strengthen units through Commissioner service Strengthen volunteer training delivery methods Full staff & District Committees Build strong culture for staff & volunteers Improve engagement of alumni through NESAs/Alumni programs and new Young Professionals Board 	<ul style="list-style-type: none"> Implement 3 core/6 weekend camp strategic plan Comprehensive focus on safety at all levels Improved marketing for camps and activities Strengthen Cub Scout and Boy Scout advancement Expand older youth opportunities through Youth Leadership Committee Form a trained “Adventure Presentations” team Modernize facilities to accommodate families 	<ul style="list-style-type: none"> Implement donor relations and retention program Pursue alternative funding sources for camps (solar, CR’s, other) Improve % of Scouting families that contribute Grow endowment contributions Diversify funding through Sporting Clays, Badge sponsorship, Online contributions, Eagle Scout Parent Fund 	<ul style="list-style-type: none"> Present Scouting as the premiere youth and family program Grow and innovate marketing through social media Improve communication with volunteers and parents Improve marketing through key community events and parades Larger presence at Bristol 4th of July Parade
<p>Measured by JTE*</p>	<ul style="list-style-type: none"> Membership Growth #5 10,242 to 10,600 traditional youth by 12-31-19 	<ul style="list-style-type: none"> Unit Leader Training #18 Service Area Leadership #17 Unit Support #15 	<ul style="list-style-type: none"> Camping #10 & 11 Advancement #8 & #9 Master Plans-Norse & Champlin 	<ul style="list-style-type: none"> Fiscal Management #1 Fundraising #2 Endowment #3 	<ul style="list-style-type: none"> Improve market share #4 # community event promotions
<p>JTE = Journey to Excellence, the BSA’s standards of excellence in program, leadership, and financial stewardship. The #’s refer to JTE excellence standards of achievement.</p>					

