

GARY BUTLER

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RELATED EXPERIENCES: Twenty-five years (25) of non-profit executive leadership including serving as executive director of four (4) agencies with budgets ranging from \$350,000 to \$4,000,000. Working with the volunteers of each agency, formulated and executed transformational strategies that focused on mission, vision and operational performance. Consistently exceeded all key growth objectives. Directly responsible for executing fundraising campaigns throughout career including a full-time position as development officer. Successfully led multiple capital campaigns including \$2.5 million campaign for new service center. Prolific grant writer and BSA national subject matter expert and instructor on grant management. As BSA national director of affiliate operations and later Chief Operating Officer, responsible for the performance of 900,000 plus volunteers and 4500 employees working within 110,000 program sites and 280 affiliates. Provided direct leadership to the executive-director of the National Scouting Museum, working directly on museum strategy, budget, programs and fiscal management. Rich, extensive experience in community outreach, property management, fundraising, grant and fiscal management, marketing and communications, human resources, technology, strategy and performance management, youth and adult programing, and organization development.

CAREER HISTORY SUMMARY: Over thirty years of service with volunteer intensive non-profit agencies including the Boy Scouts of America, YMCA, and Military Heritage Museum. Successful work in field service led to significant leadership roles at the national level of the Boy Scouts of America. Served as the interim Executive Regional Director of the Charlotte County Family YMCA Association - a large non-profit organization with eight unique program facilities including three childcare centers. Currently serve as Executive Director of the Military Heritage Museum leading the Museums successful relocation and transformation.

SELECTED MISSION-FOCUSED ACCOMPLISHMENTS

- **Strategic & Innovative Leadership:** Led the design and implementation of nation-wide net promoter score initiative designed to measure volunteer, client, community partner, and parent engagement levels. Initiated and led enterprise-wide strategies and projects including Performance Management System, business intelligence team, enterprise-wide net promoter score, Scouting University for employees and volunteers, sourcing solutions, and employee engagement initiative. Implemented national member care center and learning management processes and systems. Provided direct oversight to the National Scouting Museum leadership, facilitating development of the museum's 2014-2019 strategic plan.
- **Operational Excellence:** Effectively utilized best practices from both for-profit and non-profit sectors in designing and implementing continuous improvement. Examples include the implementation of member experience mapping, lean six sigma, agile methodology and design thinking. Implemented strategic, operational planning and communication systems for affiliates and national departments to ensure integration with BSA national vision and strategic plan.
- **Results Driven:** From 2001 to 2005 served as **CEO** of metro-sized Greater Niagara Frontier Council (affiliate). *During that period, increased membership market share by .5%* compared to BSA national average of -11.7%. *Increased membership by 3.4%* compared to the BSA average of -5.4%. *Increased revenue by 41%* compared to BSA average of 6%.
- **Strategy Execution:** With a focus on the "visitor experience", developed and led the successful implemented of the Military Heritage Museum's business and strategic plans. Despite the pandemic, the Museum has evolved into a major destination attraction in southwest Florida. Actual results to date have exceeded original pre-opening projections. As interim Executive Regional Director of Charlotte County Family YMCA (2016-2017) exceeded required performance results including a 40% increase in childcare enrollment during tenure.

Career Track

Executive Director, Military Heritage Museum.....2018 -
Responsible for day to day operations of the Museum. Starting in 2018. led project team to redesign and relocate the Museum to its new stand-alone facility. Raised over \$600,000 in capital funds to aid in the location. Museum is now considered a major attraction in Southwest Florida with expected revenue in 2022 of \$700,000 or higher compared to \$250,000 in average annual revenue in previous location.

Chief Operating Officer /Deputy Chief Scout Executive2013-2016
As Chief Operating Officer of the national office of the Boy Scouts of America, charged with leading the overall development, delivery and support of all of Scouting's programs, its 280 local councils (affiliates), and three (3) national high adventure bases. Functional accountability includes four (4) field service regions, marketing and communications, human resources and training, technology, strategy and performance management, program development teams, and facilities.

Assistant Chief Scout Executive - Field Service Operations2009-2013
Responsible for all BSA field service operations. Charged with the strategy formulation, delivery and support of all BSA affiliate services including 900,000 field service volunteers and 8,000 field service employees.

Council Solutions Group Director.....2008-2009
Charged with design and implementation of BSA's organization-transformation recommendations from 2008 McKinsey study. Designed and implemented the BSA's first ever enterprise-wide volunteer and staff performance management initiative.

Finance Support Division Director.....2005-2008
Charged with design and implementation of fundraising, business development, fiscal management, and board development strategies with an emphasis on positively impacting the financial acumen and performance of all BSA's 280 affiliates. Led the curriculum development of, as well as instructed, the BSA's first field service director certification program.

Executive Director (Territory Field Service Manager); 1992-2005
Served in the role as field service territory manager providing leadership over three (3) different BSA affiliates. Successfully worked with volunteer executive boards in developing and executing a growth-focused strategic plan. Charged with volunteer recruiting and management, business development, fundraising, and client-impact which required extensive knowledge of assigned communities, demographics and local networks.

EDUCATION • HONORS • ACTIVITIES

Providence College, Providence, RI: BA in Political Science

Professional Certificates: Strategic Management, Operations Management, Design Thinking & Innovation

Current Certifications: Level 2 clearance with Florida Department of Children and Families, American Heart Association CPR and First Aid Training, Transportation Workers Identification Credential

Recognition: Distinguished Learning for Life Award, Distinguished Eagle Scout, Eagle Scout, Vigil Honor

Volunteer and Association Experience: Currently treasurer of the Punta Gorda Historical Society, member of National Human Services Assembly, Washington DC; Co-chairman and founder, Western New York Not-for-Profit CEO Peer Leadership Institute; Executive Vice President, Agency Executives Association; President, Kingston against Drugs Foundation; national instructor on grant writing

Community Involvement History: member, Equine Therapy for Heroes; Scouting volunteer leader (10 years), Kiwanis, Big Brothers Big Sisters, foster parent, religious instructor