



# ***CROSSROADS***

# ***RECOMMENDATION***

**“Unit Focused Scouting”**

**Revised: August 20, 2011**

*Two roads diverged in a wood, and I-  
I took the one less traveled by,  
and that has made all the difference.  
-Robert Frost*



# ***CROSSROADS RECOMMENDATION***

## **TABLE OF CONTENTS**

**Preface:**

**Section One:**

**Section Two:**

**Resolution**

**Executive Summary**

**History of the Area Project**

**Structure Description**

- **Summary**

- **Detailed Description**

### **Appendices**

**Appendix 1:**

**Appendix 2:**

**Appendix 3:**

**Appendix 4:**

**Appendix 5:**

**Appendix 6:**

**Appendix 7:**

**Appendix 8:**

**Appendix 9:**

**Appendix 10:**

**Appendix 11:**

**Staffing Structures**

**Financial Pro-forma**

**Outdoor Program**

- **Executive Summary**

- **Recommendations**

**Endowments**

**Marketing/Communications**

**Boundaries**

**Transition Board**

**National Support**

**Compare and Contrast**

**Glossary of Terms**

**Area Project Roster**



# ***CROSSROADS RECOMMENDATION***

## **AREA PROJECT MISSION**

***“To design and recommend to the Regional Leadership an improved Scouting organization for the Area”***

## **AREA PROJECT VISION**

***“We will have the ideal structure to support a vital, growing Scouting program for youth, families, charter organizations, units and communities within Area 2 that will remain sustainable through the 21st century”***



# ***CROSSROADS RECOMMENDATION***

***“Unit Focused Scouting”***

## **Preface**

### **AREA PROJECT MISSION**

***“To design and recommend to the Regional Leadership an improved Scouting organization for the Area”***

### **AREA PROJECT VISION**

***“We will have the ideal structure to support a vital, growing Scouting program for youth, families, charter organizations, units and communities within Area 2 that will remain sustainable through the 21st century”***

**Recommendation to the  
Central Region Executive Committee**

**Crossroads Recommendation  
Executive Summary**



## ***CROSSROADS RECOMMENDATION RESOLUTION***

**Whereas**, the volunteers and professionals of Central Region - Area 2 have recognized the negative trends in membership, manpower and financial support for Scouting across the 11 Councils over the past 20 years, and

**Whereas**, the current structure of the 11 Councils is not sustainable long-term and will continue to negatively impact future trends; and

**Whereas**, over 110 volunteers and professionals from the 11 councils have studied, dreamed, and discussed current and future structures in more than 9000 man-hours of meetings during the past nine months and ultimately have designed an ideal structure of Scouting across Area 2 for the future; and

**Whereas**, these volunteers and professionals have focused on (1) Providing Exceptional Unit Service, (2) Delivering Impactful Programs, (3) Attracting and Retaining Participants, (4) Promoting Local Engagement, (5) Facilitating Effective Communication, and (6) Ensuring Financial Sustainability; and

**Whereas**, these volunteers and professionals in this process have concluded that the recommended structure will increase and improve relationships at the local community/charter organization level by potentially increasing the number of Unit Serving Professionals in Community Scouting Districts specifically tasked to (1) build relationships with chartered (current and potential) organizations to increase Scouting units and participation; (2) identify key community leaders to engage in the Scouting movement; and (3) enhance the local funding efforts for Scouting, and

**Whereas**, these Community Scouting Districts will be supported by Field Service Councils with a minimum of 90,000 Total Available Youth per council led by a board of community and Scouting leaders focused on (1) growing membership, (2) supporting units, (3) delivering relevant programs, and (4) funding the efforts of Scouting; and

**Whereas**, these Field Service Councils will be supported by an area-wide legal entity governed by an Executive Board, comprised of Field Service Council representatives, focused on (1) Field Service Council support, (2) business operations of Scouting; (3) facilities operations, and (4) funding efforts; and

Whereas, detailed information is included in the accompanying Crossroads Recommendation, "Unit Focused Scouting".

NOW, THEREFORE, be it resolved, that the leadership of Area 2, Central Region, BSA on behalf of the eleven constituent councils, enthusiastically recommend for approval by the Executive Committee of the Central Region, BSA, the proposed Crossroads Recommendation, "Unit Focused Scouting," specifically the section titled, "Structure Description."

It is acknowledged that some structure(s) may be changed prior to/or during implementation.

On behalf of the Area Project Leadership and Area 2, Central Region, BSA, Leadership,

			
Craig A. Younkman Area 2 President	Richard Northrup Area 2 Commissioner	Matthew Thornton Area 2 Director	R. Michael Yost Area 2 Past President

Unanimously approved by 57 Area Project Scouters in attendance, June 24, 2011.

---

Approved on behalf of the Central Region Executive Committee.

<hr/> <b>Stephen King</b> Region President	<hr/> <b>Lt. Col. Reid A. Christopherson</b> Region Commissioner	<hr/> <b>Alan Lambert</b> Region Director
---	---	--

---

DATE



# ***CROSSROADS RECOMMENDATION***

## **“Unit Focused Scouting”**

### ***Executive Summary***

The Scouting Movement provides the finest in values-based youth development and leadership. However, Scouting has not kept pace with concepts of lean, focused management. The Area Project creates a dramatic update to delivery of Scouting in Area 2, while remaining true to the values and aims of the Movement.

The work of over 110 volunteers and professionals over a nine month period, this **Crossroads Recommendation, Unit Focused Scouting**, recognizes the pervasive negative trends in membership, manpower, and financial support for Scouting across our 11 Councils over the past 20 years and creates an ideal structure to promote Scouting to a new generation of youth and their parents in our second century of Scouting.

The **Crossroads Recommendation** proposes the organization of Scouting in Area 2 so as to (1) substantially increase the number of Scouting professionals; (2) focus both professionals and volunteers on unit service, retention, and membership growth through formation of new units; (3) consolidate almost all administrative functions and governance at an area-wide level; and (4) re-purpose what are now called Councils to facilitate these efforts.

#### **Community Scouting Districts**

The recommended structure will increase and improve relationships at the local community and charter organization level by increasing the number of Unit Serving Executives in Community Scouting Districts. These professionals and their volunteer partners will be specifically tasked to: (1) build relationships with both current and potential chartered organizations; (2) identify key community leaders to engage in the Scouting movement; and (3) enhance local funding efforts for Scouting.

#### **Field Service Councils**

Community Scouting Districts will be supported by Field Service Councils with a minimum of 90,000 Total Available Youth per council. Led by a board of community and Scouting leaders, each Field Service Council will focus on: (1) growing membership; (2) supporting units; (3) delivering relevant programs; and (4) funding local Scouting programs.

The recommendation redefines the career path of our professional Scouter partners. Scouting needs more sales personnel than it needs managers. Instead of an "up or out" model of professional development, it is recommended that we develop professionals who see themselves in the long term as primarily the face of Scouting in a community where they live and work. A professional's expected tenure in a community should increase to several years rather than months of service, and compensation should be performance based. Over time, a good salesperson of Scouting will develop community relationships that will enable him or her to recruit and retain the right mix of volunteers to assure success in both program and fundraising.

Local Scouting managers would be tasked to coach and mentor unit serving, growth-oriented Scouting teams. Volunteers, supported by re-tasked professional partners, can assume many program support and fund raising functions often expected of Scout professionals. This would free professionals to focus on building relationships that lead to more Packs, Troops, Crews, Teams, and Ships.

**Area-wide Administration**

Field Service Councils will be supported by an area-wide legal entity governed by an Executive Board, comprised of Field Service Council representatives, and focused on: (1) Field Service Council support; (2) business operations of Scouting; (3) facilities operations; and (4) funding efforts.

Duplicative administrative functions can be eliminated. A new generation of nationally operated Scout Shops will be conveniently located and well stocked. Prudent use of information technology should enable us to effectively and securely consolidate recordkeeping, provide on-line forms access, and enhance our communications and marketing efforts. Centralized property and camp management would be more efficient, effective, and consistent. Governance at an Area level will enable standardization of policies and procedures.

With the adoption of the **Crossroads Recommendation**, we will ensure that Scouting continues to prosper. We will bring more youth to Scouting and more Scouting to youth. As guardians of the Scouting Movement, we owe our youth nothing less.

*Detailed information on the **Crossroads Recommendation**, “Unit Focused Scouting” is available on the Area Project website [bsaareaproject.org](http://bsaareaproject.org).*

**KEY DATES**

<b>September 1</b>	Area Project Update meeting, MSU University Club
<b>September 15</b>	Executive Board Meetings, all councils vote on resolutions
<b>September 23</b>	Area Project presentation to Central Region Board
<b>October 1</b>	Ballots mailed
<b>November 1</b>	Special meeting in all councils to count ballots and announce results





***CROSSROADS***  
***RECOMMENDATION***  
“Unit Focused Scouting”

**Section One**

**History of the  
Area Project**

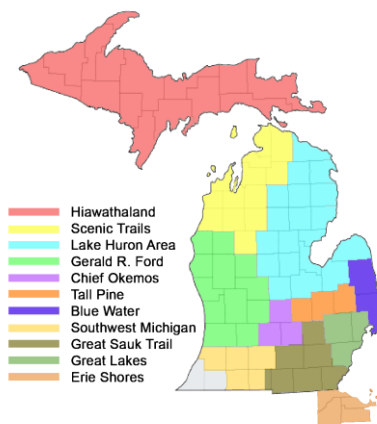


# ***CROSSROADS RECOMMENDATION***

## **DESIGNING OUR DESTINY – DELIVERING THE DREAM**

The developments leading to the Area 2 Project were in place more than twenty years ago, but until recently, they were not addressed. In 1990, Area 2 (Area) had essentially the same number of Scout-aged youth as we do today. During these 20 years, Scouting in the Area was reaching a ever diminishing share of the youth population. Changes in demographics, shifts in youth populations, competition for youth time, program relevance, and other sociological factors can be cited as the reasons for this decline. An argument can be made that these and other downward trends should have been identified earlier. However, there are a number of factors that may have made it difficult to identify this trend. Council boards are constantly changing because some members are completing their term of office while new members are coming on board. In a similar vein, there is high turnover in the Scouting professional staff, primarily related to career advancement. Both factors have resulted in less than adequate institutional knowledge. To compound the situation, the number of youth of Scout age in the area continued to increase until the mid-2000, and some of them joined Scouting. This gave the impression that Scouting was growing or in some cases only slightly declining in size. It was not easy to recognize the actual decline in market share as a serious issue. Beginning in the mid-2000s, the number of Scout-age youth declined precipitously and the downward trends became much more severe as a result of the out-migration of population from Michigan, a decline in high-wage jobs, and high unemployment as a result of the prolonged economic depression the Area was experiencing.

AREA 2 TODAY



By 2010, it became clear to the Key-3 of the Area, (Mike Yost, Area President; Matt Thornton, Director; and Craig Younkman, Area Commissioner) that the situation had deteriorated to the point that it could no longer be ignored. As charter reviews of the Councils were conducted, a consistent pattern of lost membership, difficulty in balancing the budget, fewer volunteers, downsized staff, and fewer Councils being able to obtain quality status was observed. As the last charter review was completed, the Key-3 jointly formulated three important questions: 1) is there a problem to be addressed, 2) can we do something about it and 3) should we do something about it? The answer to all three questions was an emphatic “yes”, and the Area 2 Project (the project) was born. An attendant decision was that the Project should be designed as a volunteer driven effort, and not a “top-down” approach.

With the unified commitment of the Area Key-3, the Project has evolved through several stages. In all the stages it has been predominantly a volunteer driven effort as designed. The stages are as follows:

- Generating and Digesting the Hard Realities
- Devising a Strategy
- Creating Awareness and Expanding Involvement
- Dreaming
- Refining the Dream Lists
- “Chalkboarding”
- Evolving Structures
- Narrowing the Options
- Selecting the Ideal Structure and Refinement

In the sections that follow, each of these stages is discussed in more detail. It should be clear upon examination of the stages that the process of arriving at the ideal structure for Scouting in the Area was one that solicited and encouraged widespread involvement and one that did not have a preconceived notion of outcome.

## AREA 2 – THEN and NOW

* - 1990 inflated by CPI annually	<b>1990</b>	<b>2010</b>
<b>TAY</b>	<b>916,999</b>	<b>1,019,670</b>
<b>Units</b>	<b>4,141</b>	<b>2,951</b>
<b>Youth</b>	<b>135,704</b>	<b>84,257</b>
<b>Mkt/Shr</b>	<b>14.8%</b>	<b>8.3%</b>
<b>Y/SE</b>	<b>7,109</b>	<b>17,283</b>
<b>USE</b>	<b>129</b>	<b>57</b>
<b>Revenue</b>	<b>\$12.7 M</b>	<b>\$22.3M /24.2M*</b>
<b>Rev/Scout</b>	<b>\$94.08</b>	<b>\$265 / \$287*</b>

### PHASE I

#### Stage 1 – Generating and Digesting the Harsh Realities

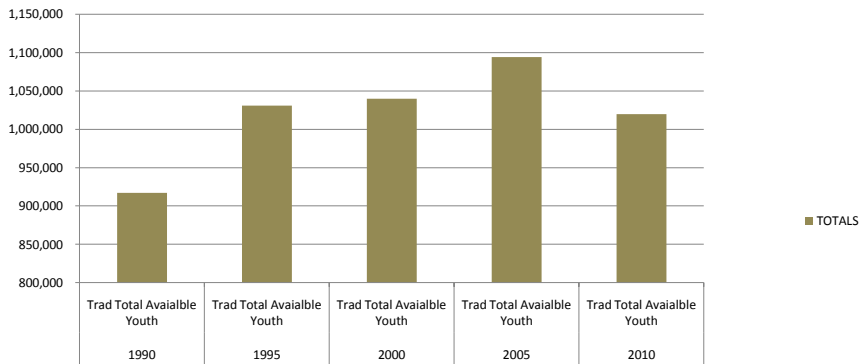
Even though the Area Key-3 was convinced that a serious problem existed, it would be necessary to more accurately quantify the trends and developments being observed in order to get others excited about becoming involved with the Project. Therefore, a major effort to collect the hard facts regarding the situation ensued. What was uncovered was more startling than anticipated:

- Michigan is the only state whose population has declined in the past 10 years, and the youth population is projected to continue to decline into the future.
- In the last 10 years, over 1 million jobs have been lost and many of the higher paying jobs, predominantly manufacturing, will not return.
- From 1970 to 2009, the national rank for income per capita has declined from 13<sup>th</sup> to 39<sup>th</sup> for Michigan.
- At year end, 2005 compared to 2009, the following trends have been observed for Area 2:
  - The number of volunteers has declined by 9%.
  - There has been a 14% net loss in the number of units.
  - Cub Scout and Boy Scout memberships have both declined by 20%, a number that exceeds the 5% decline in the number of youth in Area 2 from 2005 to 2010.

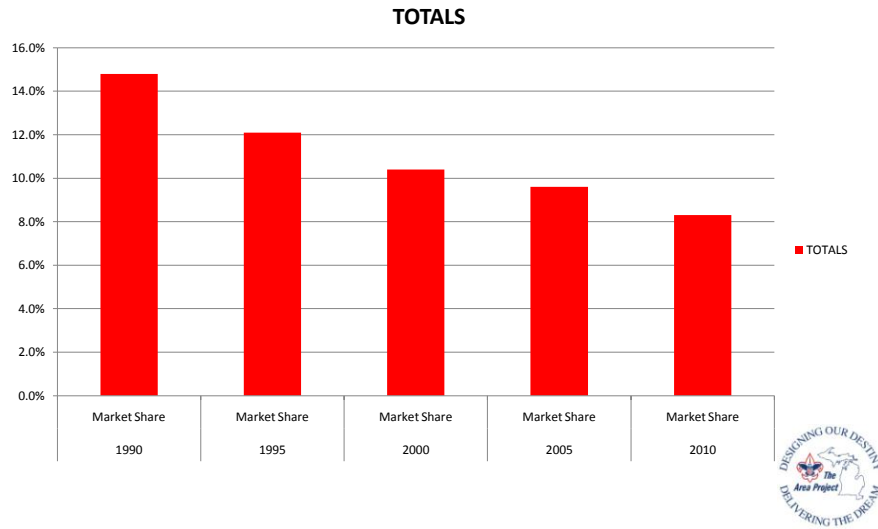
- The loss of membership in Area 2 is the equivalent of losing the fifth largest Council.
  - One in five Scouts is no longer participating in the program.
  - Long-term camping attendance has declined by 13%.
  - With a couple of exceptions, Councils over the past five years, are consistently losing money in the operation of their camps. Collectively, the Council camps in Area 2 have lost three million dollars over the last five years.
  - Friends of Scouting contributions have declined by 28%, and a similar decline is also noted for special events income.
  - Many Councils have experienced major cuts in support from United Way organizations.
  - There has been a larger decline, relative to the decline in population, in the number of Unit Serving Executives.
  - The total available youth served by each Unit Serving Executive has increased by 15%.
  - The percent of Council income for operations has increased while the percentage for unit support has decreased.
  - Income generated per Scout has not kept pace with inflation.
- The trends observed for Area 2 are also mirrored by individual Councils in the Area.

## Area 2 TAY– 1990-2010

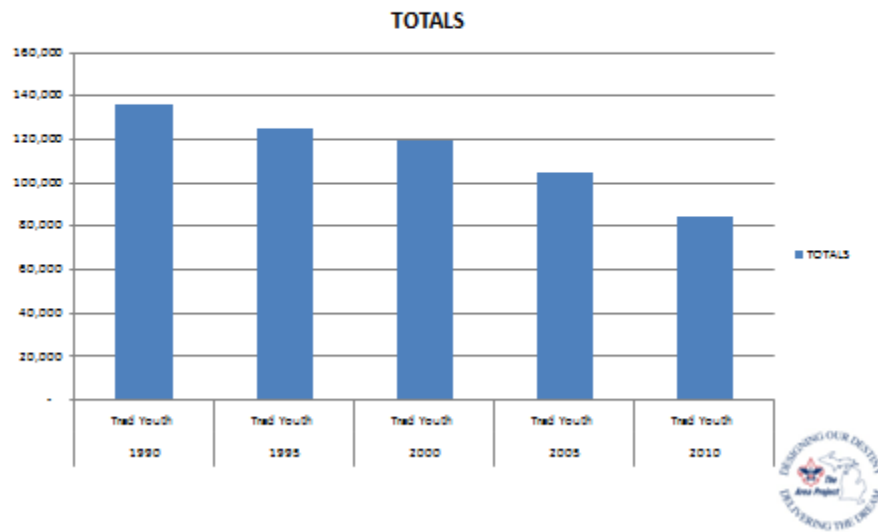
### TOTALS



# Area Market Share – 1990-2010



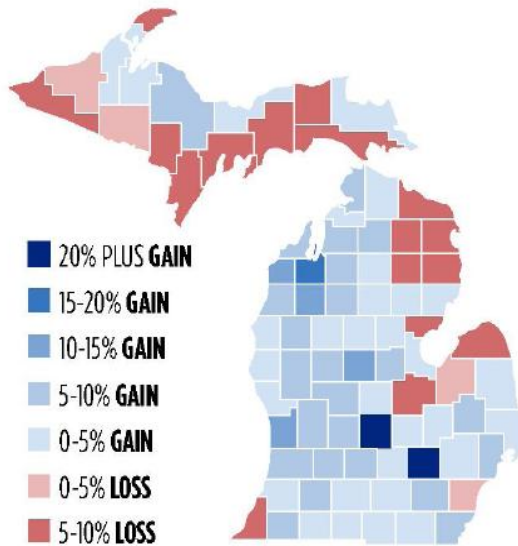
# Area 2 – Traditional Youth - 1990-2010



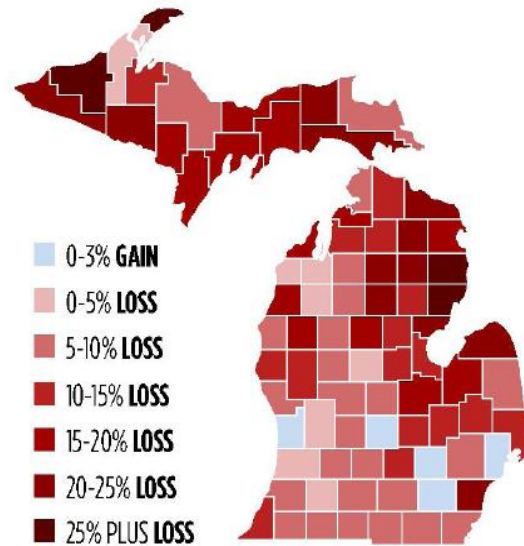
## Where are the children?

The adult population grew in most Michigan counties from 2000 to 2010, but the number of children 17 and younger fell almost everywhere.

Adults 18 and older generally up



Children under 18 mostly down



SOURCE: 2010 Census

### Stage 2 – Devising a Strategy

Among the many currently popular books on business strategy, there is a common theme that suggests that it is important to confront the hard facts – no matter how discouraging they may be – before a strategy can be formulated. Having completed this task, it was time to develop a strategy for the Project. As a starting point it was clear that, for a volunteer driven effort to develop a new structure for delivering Scouting programs, it would be necessary to seek acquiescence from the BSA National Organization. When the severity of the problem was conveyed to the staff of the National Organization at both the Regional and National level, they were in agreement that action should be taken and gave a full endorsement for the Project to proceed. In addition, they made available financial resources and appointed a liaison person, Jim Chandler, to assist with the Project. With approval for the Project at the national level, the task of developing a strategy for identifying a better structure for the delivery of Scouting commenced. A small core of dedicated and involved volunteers and professionals from the area was assembled. This group became the Project Strategic Planning Committee. One of its first activities was to develop a mission and vision for the Project.

## **The Area Project Mission**

*“To design and recommend to the Regional Leadership an improved Scouting organization for the Area.”*

## **The Area Project Vision**

*“We will have the ideal structure to support a vital, growing Scouting program for youth, families, charter organizations, units, and communities within Area 2 that will remain sustainable through the 21st century.”*

For the Project to be successful it would demand a full time person to lead and coordinate the effort. An individual having extensive experience in nurturing efforts related to strategy generation was needed. Pat Anderson was identified as one who could assume and be effective in this role. At this stage the committee had a combined total of 50 years of strategic planning experience, developed the process for the Project and a schedule of deliverables. To ensure that the process had wide scale involvement by volunteers and Scouting professionals, Task Forces were defined as follows:

1. Outdoor Program
2. Communications/Marketing
3. Staff & Volunteers
4. Administration
5. Finance/Fundraising
6. Boundaries
7. Legal

Each of the Task Forces was co-chaired by a Scout Executive and an experienced volunteer and these co-chairs were recruited by the Project Strategic Planning Committee. In addition, each of the eleven councils in the area was asked to identify individuals from its council to serve on each of the Task Forces.

## **Stage 3 – Creating Awareness and Expanding Involvement**

One of the first tasks of the Project Strategic Planning Committee was to create a broader awareness of the problem and the need for an alternative structure for delivering Scouting within the Area. To achieve this goal, a special meeting was organized for the Key-3s of the eleven councils, plus those individuals who had been identified by the councils to serve on the Task Forces and other interested individuals. This meeting was held at a conference center in Frankenmuth, Michigan on October 3 - 4, 2010 with 152 in attendance.



It was also clear to the Project Strategic Planning Committee that, for the Project to gain traction, it would be necessary to have a much larger involvement by volunteers and the professional staff from the eleven councils. The primary objective of the Frankenmuth meeting was to acquaint a much larger group with the breadth and magnitude of the problems facing the Area and have it become committed to the Project. The Frankenmuth meeting was carefully orchestrated to achieve this objective. It was promoted far in advance of the actual event, and to help convey the importance of the meeting, background information was distributed. Also stressed to each of the respective councils was the importance of having a strong contingent in attendance from its council at this two-day meeting.

The meeting began with a thoughtfully prepared Power-Point presentation that clearly communicated the issues facing the Area. Drawing upon the hard facts discussed earlier, the presentation graphically illustrated the severity of the issues. This presentation concluded with details on how the Project would progress including the sharing of the mission and vision of the Project. At the conclusion of this presentation, nearly everyone was aware of the challenges, as well as the opportunities provided by the Project.

To ease the fears of some, it was also stressed that the Project would not *explicitly* address three very sensitive areas: 1) council properties including camps, 2) the staffing of the council with regard to specific individuals, and 3) the structure of the Order of the Arrow. Among the key presentation points were: that the Project had the support and encouragement of the BSA National Organization that it was a “from the ground-up” volunteer driven effort, and that there was no predetermined outcome for the Project.

After a short break, the participants divided into smaller groups by the Task Forces. This presented an opportunity for the Task Force co-chairs to outline the tasks that their respective Task Forces would be addressing and to establish a schedule of meetings to begin addressing their responsibilities.

The participants were afforded ample opportunity to exchange information and viewpoints regarding the importance and significance of the Project and to contemplate how to revitalize Scouting programs in the Area. This included an open forum where the participants had an opportunity to ask questions or make comments regarding the Project.

For many, an important transformation occurred in this session. The Project was not going to just involve “tweaking” what we had been doing, and it would not just be a process of merging smaller, weaker councils. The Project could result in a whole new approach to delivering Scouting in the area, one that each Task Force member would play a major role in defining.

## **Stage 4 – Dreaming**

In order to create a new structure to take the Scouting movement to a higher level, it must somehow be visualized. At this stage, the Project participants were asked to put aside any notions of how Scouting programs are currently delivered and to dream of how things might be in the future. They were asked to “consider themselves architects of the future of Scouting, designing the form, function, and structure of how Scouting will be delivered.” They were to consider themselves as designers and not builders of the future. The dreaming process was done by each of the Task Forces and each was asked to:

- Imagine that all they do today in the Scouting organization is totally unfrozen, so that it is liquid, and not “cast in concrete”..
- Use a brainstorming process where each member of the Task Force can toss out ideas, especially seemingly wild ones and record all ideas without passing judgment.
- Discuss the ideas that have been submitted one at a time by asking “what if” questions to explore the pros and cons of the various options.
- Continue exploring the ideas so that new ideas might be synthesized from those presented earlier.
- At the end of the discussion period, record all the dreams that have been submitted so that they can be refined and shared with other Task Forces.

At the end of the dreaming process, it was typical that a Task Force would have a dream list with more than twenty recorded dreams. Development of the dream list not only accomplished the documentation of the Task Force’s dreams, it also helped each of the members of the Task Force to understand that there was a commonality among the members to move Scouting forward in a new and dynamic way.

## **Stage 5 – Refining the Dream Lists**

The dream lists were used by the Project Strategic Planning Committee to develop a set of criteria that would ultimately be used to evaluate the alternative structures which would emerge from the Project. The six Project-wide criteria developed are as follows:

1. Provide Exceptional Unit Service
2. Deliver Impactful Programs
3. Attract and Retain Participants
4. Promote Local Engagement
5. Facilitate Effective Communication
6. Ensure Financial Sustainability

These criteria were given to the Task Forces to utilize in evaluating their dream lists. The Task Forces were also encouraged to develop criteria specifically related to their ideas, dreams, and possibilities and to suggest criteria that should be part of the Project-wide criteria. Using the Project-wide criteria and Task Force unique criteria, each Task Force refined and consolidated its dream list. It was possible to consolidate the dream list because in most cases the dreams could be classified as either being a fundamental principle (e.g., every child should have an opportunity to become a Scout), a goal or objective of the Task Force (e.g., a District should not exceed four counties in size), means to an end (e.g., well-trained leaders deliver more impactful programs), or one that did not meet the defined criteria. After defining their dream lists and using the Project-wide and Task Force unique criteria, some Task Forces were able to prioritize their dreams.

The dream lists of the Task Forces were posted on the Project website. This enabled each of the Task Forces to examine the dream lists of others and use that information in the next stage of the Project.

## **Stage 6 – Chalkboarding**

Once the dream lists were finalized, and the criteria were defined to evaluate possible future structures of Scouting, the next step was to begin conceptualizing possible new structures. To achieve this task, a method called chalkboarding was utilized. As the name implies, it is literally sketching a new design by modifying an existing structure. The current structure of Scouting of the Area was used as a point of reference to begin the chalkboarding process. The current structure is a very hierarchal structure with the Area being a component of the Central Region within the BSA National organization. The Area is composed of eleven councils, and each council has districts, and each district has units. The only legal entities of the Area are the councils. At each level in the hierarchy, functions (e.g., unit support, fund raising, endowment, membership) are performed, with some performed at higher levels, and others at lower levels of the structure.



With chalkboarding, it was possible to totally change the structure of the organization by adding or deleting levels, creating new function-performing entities and eliminating others, reassigning where functions could be performed, creating new legal entities and eliminating others, and making any other change that seemed appropriate. The objective when doing the chalkboarding exercise was to create a structure that would result in the most efficient and effective way to deliver Scouting in the future. It

was stressed, at this point, to not become overly concerned with lesser details, but to capture the major aspects of the new structure. The details were to be addressed later.

To test the effectiveness of the chalkboarding method, the members of the Boundaries Task Force were asked to develop the first set of chalkboards. Based upon the breadth of thinking and innovative ideas contained in this first set of chalkboards, it was clear that the chalkboarding method should be made available to all the Task Force, and to anyone else desiring to submit a chalkboard.

In order to acquaint others with the chalkboarding method, twelve webinars were held over a 6-day period. Several approaches were used to promote the webinars, with the focus on reaching those who had not been involved earlier with the Project. A total of 56 individuals participated in these webinars, and each was encouraged to submit a chalkboard. At the end of the process, 49 chalkboards were submitted and innovative ideas continued to flourish.

## **Stage 7 – Evolving Structures**

Although there were many great ideas and concepts contained in the 49 chalkboards, it was necessary to consolidate the key concepts of the chalkboards into a more workable number of possible future structures. A working subcommittee of 14 individuals was formed to undertake this task. This subcommittee was composed of representatives of the various Task Forces and the Project Strategic Planning Committee. Each of the 11 councils had a representative on the working subcommittee. The consolidation process involved several steps. The process began with 2-person teams being formed and each team randomly selecting 3 to 4 chalkboards to evaluate. Each team evaluated its selected chalkboards to determine if there were certain attributes that could be used to describe the structural concepts contained in the chalkboard. Each 2-person team then presented its analysis to the overall group. As more and more chalkboards were presented, certain themes started to emerge, and chalkboards with similar themes were grouped together. When the presentations were completed, except for a few, all the chalkboards tended to share the attributes with one or more other chalkboards. Those with shared attributes were assigned to a chalkboard group.

For each chalkboard group, new teams were formed to more carefully examine the ideas presented in these chalkboards. In most cases it was possible to consolidate the ideas contained in a chalkboard group into a common structural model. Upon closer examination of one chalkboard group that seemed to share similar attributes, it was determined that the group needed to be split into two groups. In another case, two groups that initially seemed to be different in reality shared many of the same attributes and were merged to form a single group. For the few chalkboards that did not seem to have attributes common to others, a more careful examination was made to identify the innovative ideas contained in these chalkboards and, where appropriate, these ideas were merged into other structural concept models.

The six structural concept models that emerged in this process were as follows:

1. **#600 – Fewer Councils (2-7):** Variation of current practice with mergers to reduce the number of councils.
2. **#700 – Shared Services Clusters:** Voluntary service agreements are facilitated by Area staff to reduce costs in specific cost centers. Cluster agreements could be permanent or flexible.
3. **#850 – Area Governance:** Area corporation takes on selected administrative, back office and support functions. Board comprised of representatives from the councils.
4. **#1000 – Unit Focus:** Area wide organization manages all non-core functions centrally with program delivery to units from major hubs and community based centers.
5. **#1500 – Functional Focus:** Area wide organization manages all non-core functions centrally through a group of functional teams, i.e. Program, Finance, Membership, Support Services, and teams of local unit support executives.
6. **#2000 – Program Model:** Area wide organizations manage each major program area individually (i.e. Cub Scouts, Boy Scouts, Venture, etc.).

Once the six structural concept models were identified, the teams then engaged in the process of providing more in-depth details regarding the models. This included the development of an organization chart, defining the functions that would be performed at each level, determining the legal entities involved, and exploring staffing needs.

The entire subcommittee then developed a set of evaluation measures that would be used in the forthcoming meeting to reduce the number of structural concept models for further consideration. These evaluation measures built upon the Project-wide criteria.

The six structural concept models were then placed on the Project website to allow all those interested in the Project to more closely examine the key features of each. The models were also referred back to the Task Forces for further analysis with respect to their functional area.

## **Stage 8 – Narrowing the Options**

With the chalkboards converted into six possible future strategies for Scouting in the Area, the next phase involved narrowing these options. To achieve this objective a two-day meeting was scheduled for April 29 and 30, 2011 in East Lansing. Because of the importance of this meeting, wide participation was encouraged. Invited were the attendees of the Frankenmuth conference, members of the Task Forces, the Key-3s of the Councils, and others having an interest in the Project but who were not explicitly involved with it earlier (e.g., other board members of the Councils). The goal was to have as many as possible involved with the narrowing process. Background materials for this important meeting including detailed information on the six structural concept models were available on the Project website. Over 100 individuals attended portions of the two-day conference.

The first day of this meeting was devoted to discussing the pros and cons of each of the six structural concept models. It began by reviewing the process involved to arrive at the six models. The next presentation shared the results of research conducted by various Task Forces on what other large organizations in Michigan have learned as they have restructured to address the changing environment in which they function. Among the key lessons learned were those:

- Centralizing administrative functions results in economies of scale and improvements in operation.
- It is vital to maintain a strong local presence in every community.
- When restructuring, the organization must have active and frequent communications of the reason for restructuring.
- There are advantages to a flexible structure and flexible geographic boundaries.
- If a change is necessary, rather than making incremental changes, it is better to make all of the changes at once, to minimize cultural resistance to change.

The six models were then discussed in detail, with respect to their various features and administrative structures. Following this discussion, a panel made up of the Task Force co-chairs was asked to comment on the pros and cons of each model as they related to the focus of their Task Force. Time was allotted for an open dialogue and discussion of issues and concerns that were not addressed in the prior two presentations.

The day concluded with a social hour and dinner. Robert “Bob” Mazzuca, Chief Scout, was the keynote dinner speaker. He commended the Project on being bold, innovative, and courageous and indicated that “magic is happening” in the Area. Mazzuca thanked all those involved in the Project for their efforts and indicated he was fully supportive of the Project and wished the Project well as it proceeded ahead.

At this meeting, an important event took place. Pat Anderson, who served from the beginning of the Project, as the full-time person to coordinate and direct it, needed to leave the Project before its completion for an assignment with his church. The Project leadership acknowledged the major contributions of Pat Anderson in moving the Project forward, on schedule and in a smooth fashion. They expressed their utmost gratitude for all his efforts and support and wished him well in his new endeavors. Because of his heavy involvement in the merger that created the Great Lakes Council, Ed Hansen was identified as an individual who could assume the full-time coordinator role, and he willingly agreed to assume the position. The transition of leadership that occurred at this meeting was nearly seamless, and the Project proceeded to move forward with no noticeable interruption. This illustrates the importance of having a strong leadership team.

The second day focused on narrowing the options, and critiquing those options that were selected. Narrowing of the options was done by small groups reaching a consensus viewpoint. At the start of this meeting everybody was assigned to a table. In making this assignment, the objective was to have, at each table a Scout professional and representatives from the various

Task Forces. Equally important, none of the tables was to have more than two representatives from the same council or from the same Task Force.

The evaluation criteria (Addendum A) developed earlier when defining the structural concept models (Addendum B) were shared with the participants. Each table was directed to use these evaluation criteria to measure (on a scale of 0 to 9) each of the six structural concept models by each evaluation criteria. This exercise resulted in some very intense discussions. At the end of the ranking process, each structural concept model received a cumulative score by totaling the scores given each evaluation criterion.

The outcome of this process of ranking each structural concept model by a common set of evaluation criteria was enlightening. Two of the six structural concepts, 850 and 1000, were clearly preferred by a wide margin over the other four. This was true for each and every group ranking the models. There was a clear consensus at that point that the Project should proceed forward considering only these two structural concept models.

With the structural concept models now narrowed, each small group was asked to identify possible “nuggets,” issues, and “hot buttons” related to each of the two selected structural concepts. To focus the discussion, the evaluation criteria used in the selection process were used to compare and contrast the two alternative options (Addendum C). The “nuggets,” issues, and “hot buttons” were recorded by each group on sticky-notes and then referred to the appropriate Task Force. The co-chairs of the Task Forces were asked to review the responses and develop a reply which would be shared at the meeting in which the final structural concept model would be selected.

## **Stage 9 – Selecting the Ideal Structure and Refinement**

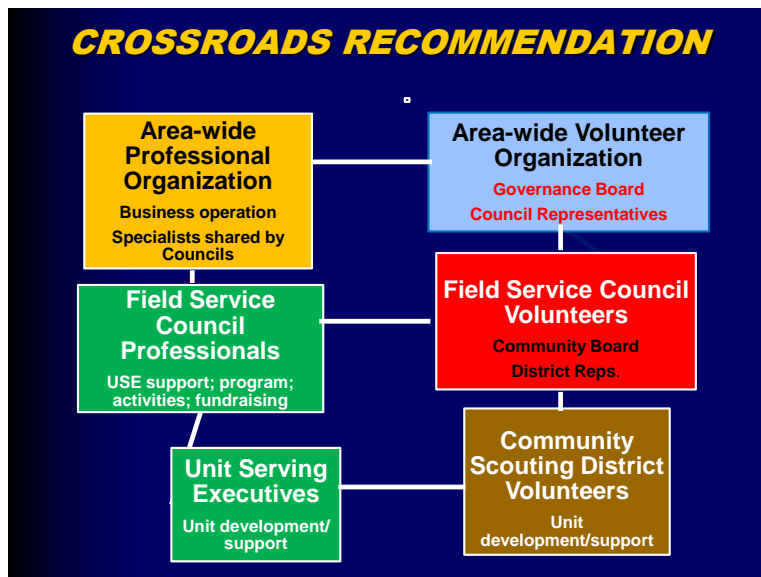
With two of the six structural concept models being clearly identified as being the preferred options, the next task was to select the model the Area would put forward as the ideal structure to deliver Scouting. The selection was to occur at a meeting in East Lansing on June 3, 2011. Before this meeting could take place additional information needed to be generated. With only two options to compare, it was now possible to begin conducting a cost-benefit comparison of the two options. The BSA National Organization assisted in the preparation of this comparison. The Task Force co-chairs developed responses to the “nuggets,” issues, and “hot buttons” as indicated on the sticky-notes. Documents presenting a more detailed comparison of the two models were also developed. In order to structure the evaluation procedure for comparing the two options, a set of performance standards (Addendum D) was developed which built upon and complemented the Project criteria.

As with the session to narrow the options, wide participation in this meeting was encouraged and was open to any who desired to attend. The Council Key-3s, Task Force members, and others involved earlier were again contacted and strongly encouraged to attend this very important meeting. Seventy-eight was in attendance.

The meeting began with a short review of the process used to arrive at this important decision. A detailed comparison of the two options (850 and 1000) was then presented. This was followed by the Task Force co-chairs addressing the “nuggets,” issues, and “hot buttons” pertaining to their area of responsibility. The next presentation addressed the cost-benefit analysis of the two alternatives. In addition, each of the alternatives was compared to the current model of the Area with 11 independent councils. In both cases, the proposed models were superior to our current model with respect to reaching more youth, having more Unit Serving Executives, and being lower in cost. Model 1000 was superior to Model 850 with respect to these metrics. At this point, the participants were given an opportunity to ask questions and state their opinions regarding the two alternatives. This discussion identified the need to refine and enhance information of the model respectively selected, as the Project now moves forward.

The meeting had progressed to the point that it was time to make a decision. As with the prior meeting, decision making would occur in small groups. The participants were again assigned to tables to ensure diversity among the small groups. The set of performance standards developed earlier were provided to the participants. Each table was directed to use these standards and rank (on a scale of 1 to 9) the two remaining structural concept models by each performance standard. As before, this exercise resulted in some very intense discussions. At the end of the ranking process, each structural concept model received a cumulative score by summing the scores given each performance standard.

The preferred option across every small group was Model 1000. In a few cases the difference in the scores between the two options was fairly close. However, it was apparent that Model 1000 was clearly preferred.



The meeting concluded with a discussion on the process to move the Project forward.



## **PHASE I - Concluding Comments**

It was no small undertaking for the Project to reach the point of selecting a structure that will serve as “the ideal structure to support a vital, growing Scouting program for youth, families, charter organizations, units, and communities within the Area that will remain sustainable through the 21st century.” This was only possible through the time and commitment of many dedicated volunteers and Scouting professionals. Of the 110 individuals directly involved with Project, they account for nearly 3,000 years of Scouting experience. Either currently or in the past, involved were 59 Unit leaders, 54 Council officers, 23 Council Presidents, 20 Council Commissioners, 17 Professionals, 46 Eagle Scouts, 64 Silver Beavers, 67 James E. West contributors, 44 with Wood Badge training, and 70 Order of Arrow members, with 49 being Vigil.

The Project leadership offers the utmost thanks and gratitude to everyone involved with Project.

## **PHASE II**

### **Stage 10 – Moving the Decision Forward**

With the Area Project having reached the point of selecting Unit Focused Scouting as the ideal structure for delivering Scouting in the 21<sup>st</sup> century, it was time to set into motion the second major phase of the project. This second phase was initiated at a June 24, 2011 meeting in East Lansing. The meeting began with a short historical perspective of the process used to select the ideal structure. This presentation was followed by an in-depth exploration of the structure as it will be implemented. The following organization charts and related position descriptions were used in this endeavor:

- Area Professional Structure
- Area-Wide Volunteer Structure
- Field Service Council Professional Structure
- Field Service Council Volunteer Structure
- Community Scouting District Professional and Volunteer Structure

The groups were asked to critique the organization charts and related positions for clarity of purpose, function, and reporting lines. They also identified position voids, suggested alternative reporting lines, and identified positions that might be combined or eliminated. Each of these small groups reported back to the overall group and the suggested changes and new concepts explored were to be further considered and, where appropriate, incorporated in revised charts and position descriptions.

Following this lively discussion regarding the inter-workings of Unit Focused Scouting, a resolution indicating the support for the “Unit Focused Scouting” structure was put forward (see **Preface – Crossroads Recommendation**, to the Central Region Executive Committee). A motion was made and seconded that the resolution be adopted, and a voice vote was taken and the resolution passed with no dissenting votes.

The remainder of the meeting addressed the process involved and the schedule for moving the concept of Unit Focused Scouting to actual implementation. Presented in this segment of the meeting was the process of informing the Scouting community in the Area about the proposed structure and how it will make Scouting more vibrant and able to reach more youth. Also discussed by the eleven current Councils in the Area were the mechanics for adopting Unit Focused Scouting, including the transition process, the need to modify the bylaws of the Councils to allow “absentee voting”, and the actual voting process to approve the ***Crossroads Recommendation*** with an emphasis on identifying eligible voters and the impact of a non-cast vote.

The meeting concluded with the participants having a greater appreciation of the major time and effort commitments that lie ahead to make “**Unit Focused Scouting**” a reality.

**ADDENDUM A: April 29, 2011 Assessment Tool**

**STRUCTURAL CONCEPT MODEL ASSESSMENT**

<b><i>Rate each Structural Concept in its ability to move us forward compared the current structure related to Project Criteria (9 being high; 0 being low – you may use a number more than once)</i></b>							
<b><u>CRITERIA:</u></b>	<b><u>STRUCTURAL CONCEPTS:</u></b>	<b>600</b>	<b>700</b>	<b>850</b>	<b>1000</b>	<b>1500</b>	<b>2000</b>
	<b><u>PROVIDE EXCEPTIONAL UNIT SERVICE</u></b>						
	<b><u>DELIVER IMPACTFUL PROGRAM</u></b>						
	<b><u>ATTRACT AND RETAIN PARTICIPANTS</u></b>						
	<b><u>PROMOTE LOCAL ENGAGEMENT</u></b>						
	<b><u>FACILITATE EFFECTIVE COMMUNICATIONS</u></b>						
	<b><u>ENSURE FINANCIAL SUSTAINABILITY</u></b>						
	<b><u>TOTALS:</u></b>						

Table # \_\_\_\_\_

**ADDENDUM B** – April 29-30, 2011  
Comparison of Models

**Area 2 Project: Framework for Comparing Structural Concept Models**

Structural Concept Model	Description	Basic Organizing Model	Governance (legal entity)		Property		Administrative/ Back Office Functions	Program Delivery	Financial Sustainability		Marketing Focus	
			Council	Area	Own	Manage			Finance	Fundraising		Endowment
Current Structure Reference	Status Quo for reference. Some variations offered shared specialist positions	Geographic	Yes	No	Council	Council	Council level	Council, District, Units	Council	Council, District	Council	Council: Local Area Community media
600 Fewer Councils (2-7)	Variation of current practice with mergers to reduce the number of councils	Geographic	Yes	No	Council	Council	Council level	Council, District, Units	Council	Council, District	Council	Council: Larger Media Market
700 Shared Services Clusters	Voluntary service agreements are facilitated by Area staff to reduce costs in specific cost centers. Cluster agreements could be permanent or flexible.	Geographic	Yes	No	Council	Council	Council level with Area facilitation or support of selected functions	Council, District, Units	Council with possible Area support of selected functions	Council, District	Council	Council: Area, SUBCOUNCIL: Large/major Media Market (potential)
850 Area Governance	Area corporation takes on selected administrative, back office and support functions. Board comprised of representatives from the councils	Geographic/ functional hybrid	Yes	Yes	Council, Area	Area	Significant Administrative functions performed by the Area, some may be outsourced. Area acts to support Councils in selected areas i.e. program, properties, marketing, etc.	Council, District, Units with Area Support and direction	Area performs accounts payable, receivables, payroll, purchasing, accounting, budget development, tracking	Council, District with Area support	Council	Area: Major or multiple media markets
1000 Unit Focus	Area-wide organization manages all non-core functions centrally with program delivery to units from major hubs and community based centers	Functional/ Geographic/ hybrid	No	Yes	Area	Area	All enabling functions performed centrally - Admin, Technology, Human Resources, Finance, Asset and Risk Management, etc.	Field Service Council (hub), Community Support Districts, Units	Area performs accounts payable, receivables, payroll, purchasing, accounting, budget development, tracking	Program Support Level, Administrative Business Operations	Area	Area wide scope
1500 Functional Focus	Area-wide organization manages all non-core functions centrally through a group of functional teams, i.e. Program, Finance, Membership, Support Services, and teams of local unit support executives.	Functional	No	Yes	Financial Impact Team	Program Impact Team	Support Services Team performs administrative functions centrally	Unit Support Team operates at customer level, supported by Program, Financial and Membership Impact Teams, and Support Services	Financial Impact and Support Services Teams perform accounts payable, receivables, payroll, purchasing, accounting, budget development, tracking	Financial Impact and Support Services Teams	Financial Impact Team	Support Services and Unit Support Teams: Area wide scope
2000 Program Model	Area-wide organizations manage each major program area individually, i.e. Cub Scouts, Boy Scouts, Venture, etc.	Program	NA - multiple entities	NA - multiple entities	Properties LLC	Properties LLC	All non-core functions performed in each program area - Admin, Technology, HR, Finance, Risk Management, etc.	Program Management, Units in each program organization	Performed in each program organization	Performed in each program organization	Performed in each program organization	Multi-state scope

**ADDENDUM C: June 3, 2011 Compare and Contrast**

**Compare and Contrast**

<b><u>Topic</u></b>	<b><u>Proposal 850</u></b>	<b><u>Proposal 1000</u></b>
<b>Unit Focus</b>	Sets base objective of 9000 total available youth per USE to improve service and growth (each Council has option).	Sets base objective of 9000 total available youth per USE to improve service and growth (Required).
<b>Boundaries</b>	Five councils with fixed boundaries.	Five Field Service Areas with flexible boundaries.
<b>Local Presence</b>	Councils maintain strong presence in local communities.	Field Services maintain strong presence in local communities. Increased number of USE's engenders local engagement of community leaders.
<b>Camps</b>	Councils own, operate, and maintain council camps. Area would develop mechanism to enforce standards for camps to operate at Council option.	Area owns all camps. Area operates and maintains camps in support of local program. Camp specialization could lead to better utilization.
<b>Outdoor Program Quality</b>	Area would set standards with some enforcement mechanism.	Area takes input through volunteer boards and enforces standards and changes directly.
<b>Governance</b>	Area and Councils are legal entities.	Only the Area is a legal entity.
<b>Boards</b>	Each council has an Executive Board with fiduciary responsibility.	Area has an Executive Board with fiduciary responsibility and representation from Field Service Community Boards.
<b>Agreements</b>	Agreements between Area and Councils may be difficult to enforce and not sustainable in the long term. Legal Task Force has strong concerns.	Not applicable.
<b>Accountability and Representation</b>	Councils guided with strong volunteer structure.	Area guided by strong volunteer structure with representation from Field Service Community Boards and Committees.
<b>Endowment</b>	Councils responsible for all endowment funds.	Area responsible for all endowment funds. Segmented funds can be set up to support local community gifts and donor requirements

<b>Finance and Budgets</b>	Councils responsible for all financial decisions, budgets, asset management, and audit processes.	Area responsible for all financial decisions, asset management, and audit processes. Field Services have local budget accountability.
<b>Fundraising</b>	Councils responsible for all fundraising.	Area responsible for major events and product sale planning. Field Services and Districts run local FOS and product sales.
<b>Area Support: Cash Flow</b>	Cash flow is through the Councils to support the Area on an allocated basis, under binding agreement.	Cash flows to the Area directly. Field Services supported via an approved annual budget.
<b>Administration and Operations</b>	Area takes on most or all administrative functions under binding agreements with all councils.	Area responsible for all Administrative operations, Finance, Camps, and Asset Management Development.
<b>Technology</b>	May reside in Councils or Area, could be outsourced (each Council has option to participate).	Area responsible for common technology platforms, could be outsourced.
<b>Risk Management</b>	Area Function under agreements.	Area function.
<b>Support to Councils, Field Services, Districts</b>	Area acts in an advisory capacity for Council Program, Outdoor, Finance, and Membership.	Area acts directly in support of Field Services with specialist positions.
<b>Volunteer Manpower</b>	Each Council recruits and trains volunteer members at local level.	Field Services recruits and trains volunteer members at local level.
<b>Commissioner Staff</b>	No change from the current model.	No change from the current model.
<b>Professional Manpower</b>	Part-time and Para-professionals are used to provide better unit service and enable sales function for unit growth (determined by each Council).	Part-time and Para-professionals are used to provide better unit service and enable sales function for unit growth (determined by Area).
<b>Professional Development</b>	Councils direct hire and develop staff from within. Promotions at executive level are “up and out”.	Area has a central human resources function to enable job search, hiring process, and professional development. Promotions and skill level advancement considered from an area wide perspective.
<b>Marketing</b>	Councils use local resources and /or National media materials.	Area staffs or outsources professional marketing/ communications assistance.

## **ADDENDUM D: June 3, 2011 Assessment Descriptions and Tool**

### **ATTRIBUTES OF PERFORMANCE**

- **Clear vision, mission, and goals** – Is there a clear line of sight from my job to the vision and mission of the organization?
- **Flexibility** - Can the organization change and adapt to the external environment, i.e., demographics, youth culture, politics, economics?
- **Focus on the Customer** – Does the organization listen, is it close to the customer, and does it treat customers with respect?
- **Quality and Service Delivery** - Does the organization focus on doing it right the first time, and is it capable of delivering a consistent product to every customer?
- **Lean Organization** – Does the organization minimize the number of organizational layers and strive to reduce or eliminate waste?
- **Learning** – Can the organization solve problems and find and adopt best practices from both inside and outside the organization?
- **Clear lines of responsibility and authority** within the organization – Do we know where the buck stops?
- **Clear decision making** – Can the organization make timely decisions that reflect input from stakeholders and reflect the organizational “good”?
- **Execution** – Are decisions implemented quickly and consistently throughout the organization?
- **Sustainable Financial Business Plan** – Is there a clear business plan for financial success communicated and understood throughout the organization?
- **Employee Development** – Are there career paths and opportunities within the organization that encourage professionals and non-professionals to improve skills and work productively?
- **Open Culture** – Do employees and volunteers interact freely and communicate openly and honestly with respect and appreciation for the roles of others? Is this a good place to work?
- **Teams** - Are teams encouraged by the way work gets done? Are mechanisms in place to reward and recognize team efforts?

<b>Performance Attributes</b>	<b>Model 850</b> Rate on expected performance : 1 = low, 9 = high	<b>Model 100</b> Rate on expected performance : 1 = low, 9 = high
<b>Clear vision, mission, goals</b>		
<b>Flexibility</b>		
<b>Focus on the Customer</b>		
<b>Quality and Service Delivery</b>		
<b>Lean Organization</b>		
<b>Learning</b>		
<b>Clear lines of responsibility and authority</b>		
<b>Clear decision making</b>		
<b>Execution</b>		
<b>Sustainable Financial Business Plan</b>		
<b>Employee Development</b>		
<b>Open Culture and Communications</b>		
<b>Teams</b>		
<b>Total Score</b>		





***CROSSROADS***  
***RECOMMENDATION***  
“Unit Focused Scouting”

**Section Two**

**Structure Description**  
– Summary  
– Detailed Description



# ***CROSSROADS RECOMMENDATION***

## **“Unit Focused Scouting”**

***Once this organizational structure is implemented, changes are inevitable, as volunteers and professionals alike make decisions as circumstances and conditions evolve.***

### **INTRODUCTION:**

This discussion is keyed to the six (6) organizational charts prepared as part of the description of Unit-Focused Scouting generated by the Area Project:

- CHART ONE - Functional Overview
- CHART TWO - Area Professional Structure
- CHART THREE - Area Volunteer Structure
- CHART FOUR - Field Service Council Professional Structure
- CHART FIVE - Field Service Council Volunteer Structure
- CHART SIX - Community Scouting District Professional and Volunteer Structure

**The discussion will be keyed to correspondingly numbered boxes on the respective charts. It is highly recommended that the charts be viewed while reading the descriptions. Full-size versions can be found at the Area Project website,**

<http://www.bsaareaproject.org/structural-designs>

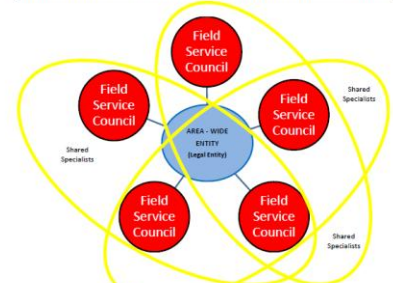
## SUMMARY OF ORGANIZATION CHARTS

(Mini versions of the appropriate organization charts have been provided below, making it easier to reference the correct chart.)

### CHART ONE: Functional Overview of Unit Focused Scouting

#### UNIT FOCUSED SCOUTING – FUNCTIONAL OVERVIEW

The term “Unit” is a collective BSA term that includes: Cub Packs, Scout Troops, Explorer Posts, Venture Crews, Ships, etc. Unit-Focused Scouting has been designed with the following goals in mind:



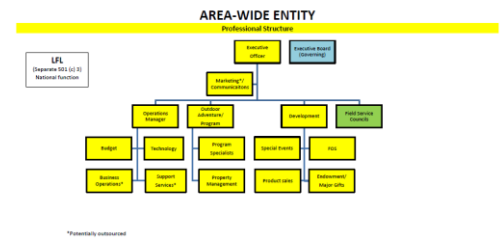
- **Growing Membership** is the primary focus of the entire effort of the Area Project. This is accomplished in Unit Focused Scouting by placing more Unit Serving Executives in the field as a “sales force”, interacting with Charter Organizations and Potential Charter Organizations in order to grow units and ultimately bring more Scouting to youth and more youth to Scouting.
- Enabling Unit Serving Executives to be more effective servants of Scout Units in their Districts, and community advocates of Scouting, freed of time-consuming administrative tasks that have reduced their effectiveness in the recent past.
- Reducing duplication of effort and expense, and achieving economies of scale by streamlining administrative and support functions.
- Effect standardization of practices, procedures, and policies through centralization of governance and administrative operations.
- Giving local Scouting organizations the benefit of professional specialists and experts, improving the outcomes of functions such as recruitment, training, accounting, registration, donor development, grant writing, and property management.

**Unit-Focused Scouting** will centralize administration and governance in “Area 2”, the eleven Scout Councils in Michigan and counties surrounding Toledo, Ohio. **Field Service Councils** will provide mentoring, coaching, and supervisory support to **Unit Serving Executives** and will provide coordination of program and fund-raising activities by Community Scouting Districts.

The focus of Scouting efforts will be the **Community Scouting Districts (CSDs)**. As defined by the Area Project Boundaries Task Force, CSDs will consist of approximately 9,000 Total Available Youth in no more than four (4) contiguous counties, with at least one center of economic activity. Unit Serving Executives will concentrate on forming meaningful and lasting relationships with community leaders, increasing the number of traditional youth members within their Districts, fostering the growth of Scouting units, and providing meaningful service to units as needed. They will partner in this effort with Commissioners, CSD and **Field Service Council** volunteers, and specialists from the Area organization.

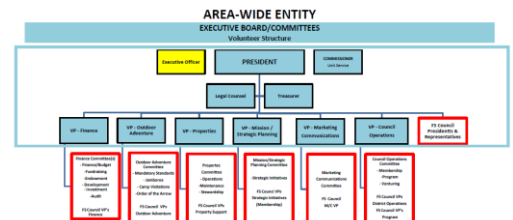
**CHART TWO: Area Professional Structure**

The **Area-wide Professional staff** will be led by an Executive Officer and will consist of Business Operations, Outdoor Adventure, Development, Marketing and Communications specialists made available to FSCs and CSDs as needed, and FSC Executives.



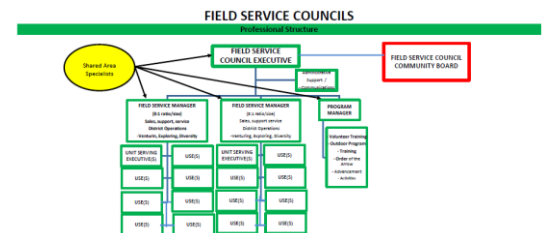
**CHART THREE: Area-wide Volunteer Structure**

The **Volunteer organization** will be led by an area-wide **President, Executive Officer and Commissioner**, governed by an **Executive Board**. The **Executive Board** will be made up of representatives from each Field Service Council, Vice-Presidents, and community leaders, as designated by the Board. The area-wide body will be the only legal entity, and all legal governance of Scouting in Area 2 will rest in the **Executive Board**.



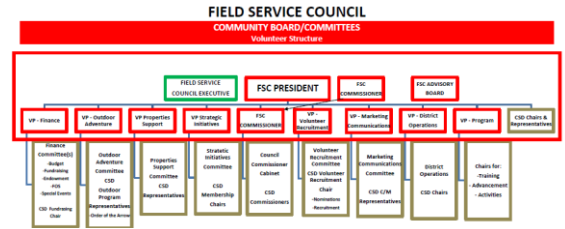
**CHART FOUR: Field Service Council Professional Structure**

**Field Service Council Executives** will provide leadership, coaching, and mentoring to **Unit Serving Executives (USEs)**. The FSCE also provides direction to the budgeting, fund-raising, program, and manpower recruitment and development processes through professional staff and coordination of volunteers.



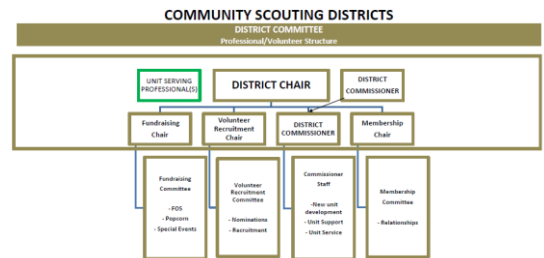
**CHART FIVE: Field Service Council Volunteer Structure**

Field Service Council Volunteers will be led by a **Council President, Council Commissioner, Field Service Council Executive** and directed by a **Council Community Board**. The purpose of this Board will be to assist in local budgeting, fund-raising, program, and manpower recruitment and development and to advise the Field Service Council volunteers and professionals. Commissioner Service and program functions such as Training, Advancement, Camping, Properties Support, and Activities will be handled by Field Service Council volunteers under the professional guidance of Field Service Executives, Directors of Field Service, and Program Directors.



**CHART SIX: Community Scouting District Professional and Volunteer Structure**

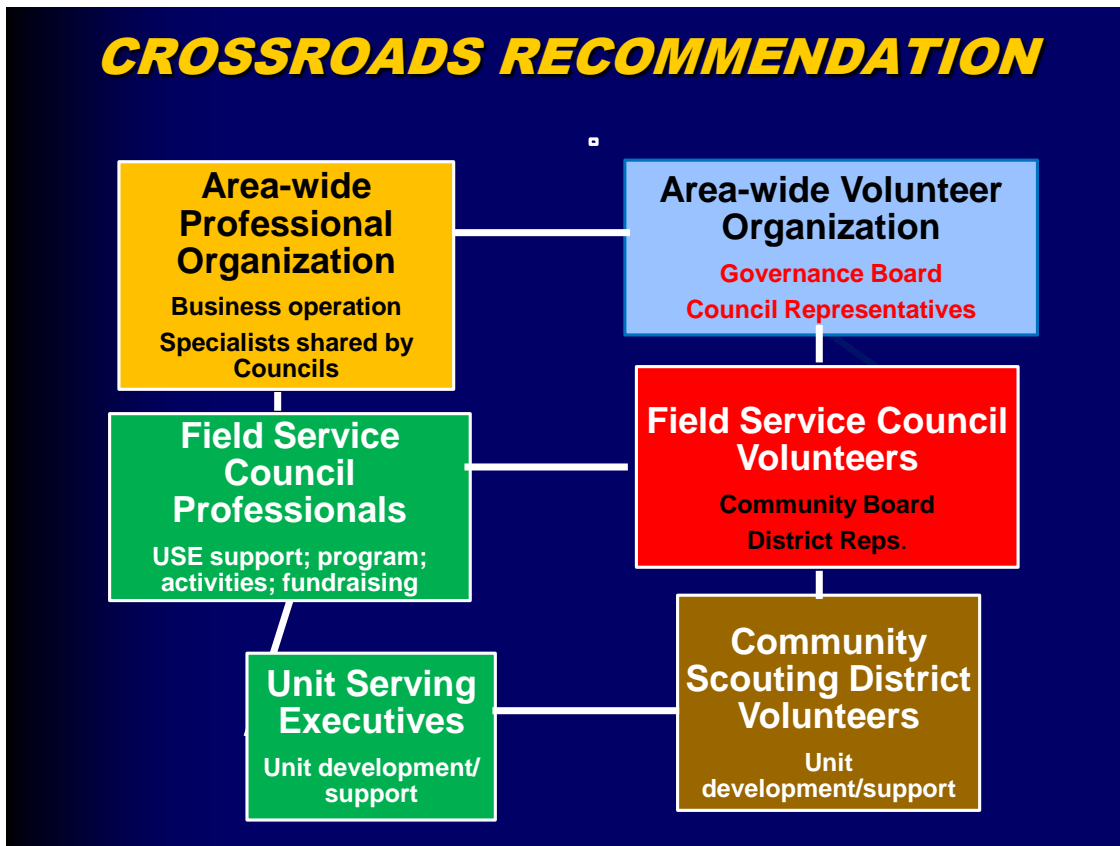
As the “sales force” of Scouting, **Unit Serving Executives (USEs)** (part-time, full-time, Para-professionals, and professionals) will focus principally upon developing relationships in communities with existing and potential Charter Organizations, developing adult leadership within communities, creating or reviving units, recruiting members, and providing personal service to units as needed. The USEs can focus their efforts on expanding the number of youth served by Scouting and supporting the delivery of great Scouting service to the youth by local unit leaders. Savings from the consolidation of administrative functions to the Area will be used to significantly increase the number of USEs in the Area. **Community Scouting Districts** that have more than 9,000 Total Available Youth could be served by multiple USEs.



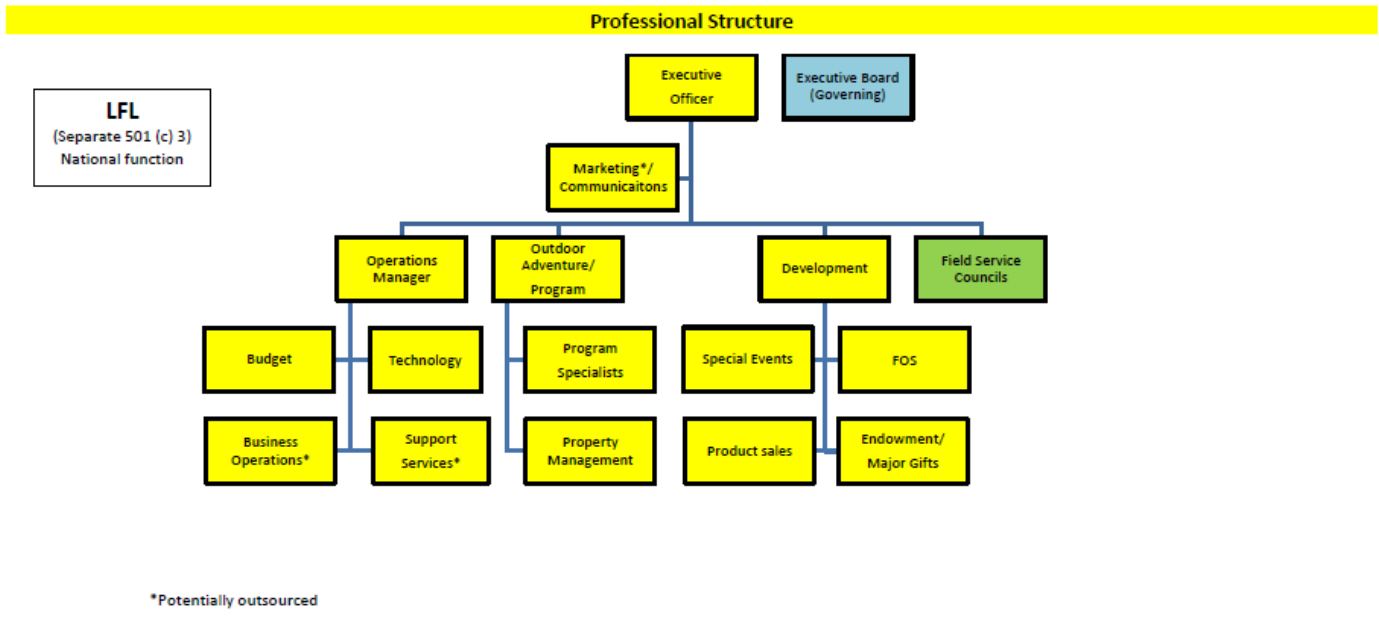
The Community Service District Volunteer Structure will be focused on Unit Service through development of manpower, membership, and financial support within the local community. Commissioners will partner with Unit Serving Executives in facilitating the delivery of great Scouting by Units. Fundraising efforts such as Friends of Scouting, product sales, and special events will still occur at this level and will be directed and carried out by effective volunteers, under the guidance of the Unit Service Professional.

# DETAILS OF ORGANIZATION CHARTS

## OVERVIEW



## AREA-WIDE ENTITY



### CHART TWO: Detailed Discussion of Area Professional Structure

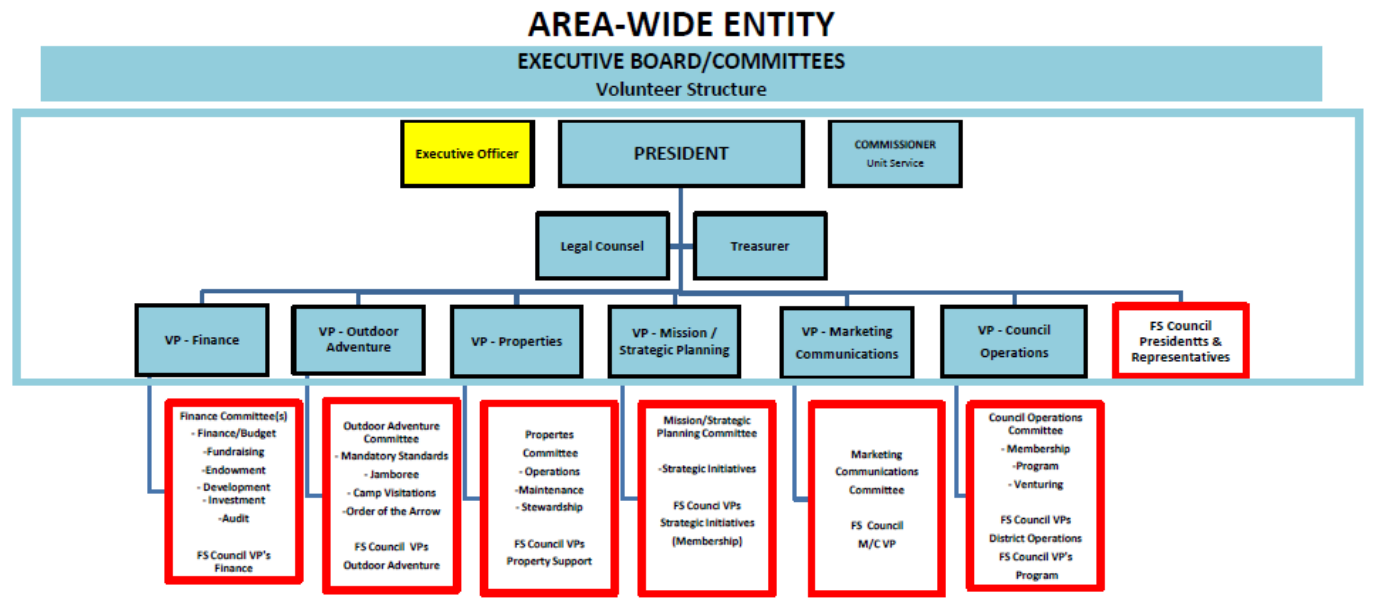
The area-wide entity will consist of four (4) principal operations: **Business Operations, Outdoor Adventure, Development, and Field Service Councils**. It is the responsibility of all members of the professional structure to assist the various Field Service Councils in the execution of their Scouting responsibilities. **Learning for Life** would be separated from the organization and would function in Michigan and the Toledo, Ohio vicinity as part of a separate organization.

- The **Executive Officer** has overall responsibility for all administrative and Scouting activities within the area-wide organization. This person will possess considerable skills in the areas of business management, financial management, fundraising, and board relationships. A Scouting background would also be highly beneficial.

- The **Executive Officer** will report to the **Executive Board**, which possesses governance powers. The Executive Board will be made up of representatives from each Field Service Council, Vice Presidents, and community leaders, as designated by the board. The Board will be led by a Board President. A Commissioner will coordinate efforts of Commissioner Service activities throughout the area-wide organization.
- The **Executive Officer** supervises the Comptroller, Development Director, Outdoor Adventure Manager, Marketing/Communications, and the Field Service Council Executives.
- The **Development Director** would specialize in Friends of Scouting, endowment growth, product sales, grant writing, project sales, and special fundraising events. Development specialists would be available to **Field Service Councils** and **Community Scouting Districts** to assist their fundraising efforts. Development Director would also supervise efforts across the organization to standardize and improve fundraising through the adoption of “best practices” and innovation. The Development Director and staff would work in cooperation with **the Finance Committee** of the Executive Board and appropriate subcommittees. If needed, this staff could also help with investment management.
- **Marketing and Communications** would include, in conjunction with Technology Support, a common area-wide website, giving local Field Service Councils their own pages. A broad-based, comprehensive Marketing/Communications plan has been developed that includes brand marketing, technology, social media, public relations, and emergency response. This plan can be reviewed in **Appendix 2** of this document.
- The **Operations Manager** would be in charge of budget, technology, support services to include human resources and professional development, risk management, unit re-chartering, inbound and outbound supply chain issues, and management of or interface with Scout Shops. Support services for re-chartering, event and camp registration, record keeping, and event budget control would be provided by Operations. These operations may be considered for outsourcing to achieve financial benefits. The Operations Manager’s staff will work in cooperation with the **Finance Committee of the Executive Board** and its appropriate subcommittees. Budgets for the organization would be generated based upon information and projections from the Field Service Councils and Community Scouting Districts. The Business Office will manage record keeping and purchasing and would also hire auditors to conduct audits of all operations in the organization. The supervisor of budgets and staff would work in cooperation with the Area Treasurer.



- The Operations Manager's staff will provide **Technology Support** across the organization. Technology Support operations would have the ability to select, implement, and trouble shoot networks and hardware. Technology Support would train Unit Serving Executives and others in the use of technology to improve communication and unit services. Technology Support staff (or potentially outsourced local services) will be available on an as-needed basis throughout the organization. This office will work on development of future IT applications for Scouting operations and programs in the Area.
- The **Outdoor Adventure and Program Manager** would be a Scouting professional with extensive experience in BSA's Outdoor Program. He or she would oversee camps and programs within camps. The Outdoor Adventure and Program staff would work in cooperation with the **Outdoor Adventure, Properties, and Council Operations Committees of the Executive Board** and appropriate subcommittees.
  - **Outdoor Program Specialists** would manage all camp facilities and outdoor programs and oversee resident camp operations. He or she, in coordination with the **Outdoor Adventure Committee of the Executive Board**, would be responsible for camp staffing and enforcement of standards developed by Outdoor Adventure Vice President and Committee. Program Specialists would assist Field Service Councils in supporting camping, training, advancement, jamboree participation, camp-o-rees, Order of the Arrow, and other programmatic functions.
  - A **Properties Manager**, as a member of the Outdoor Adventure team, would oversee the physical maintenance and development of camp and other Scout properties. This person would coordinate with the **Outdoor Adventure Committee** and the **Properties Committee** of the Executive Board and would be responsible for the maintenance and upkeep of all Scout real estate. Properties Managers would coordinate activities with Field Service Council Properties Support Committees.
- **Field Service Council Executives** for the Five Field Service Councils would also report to the **Executive Officer** and would work in cooperation with all committees of the Executive Board and appropriate subcommittees.

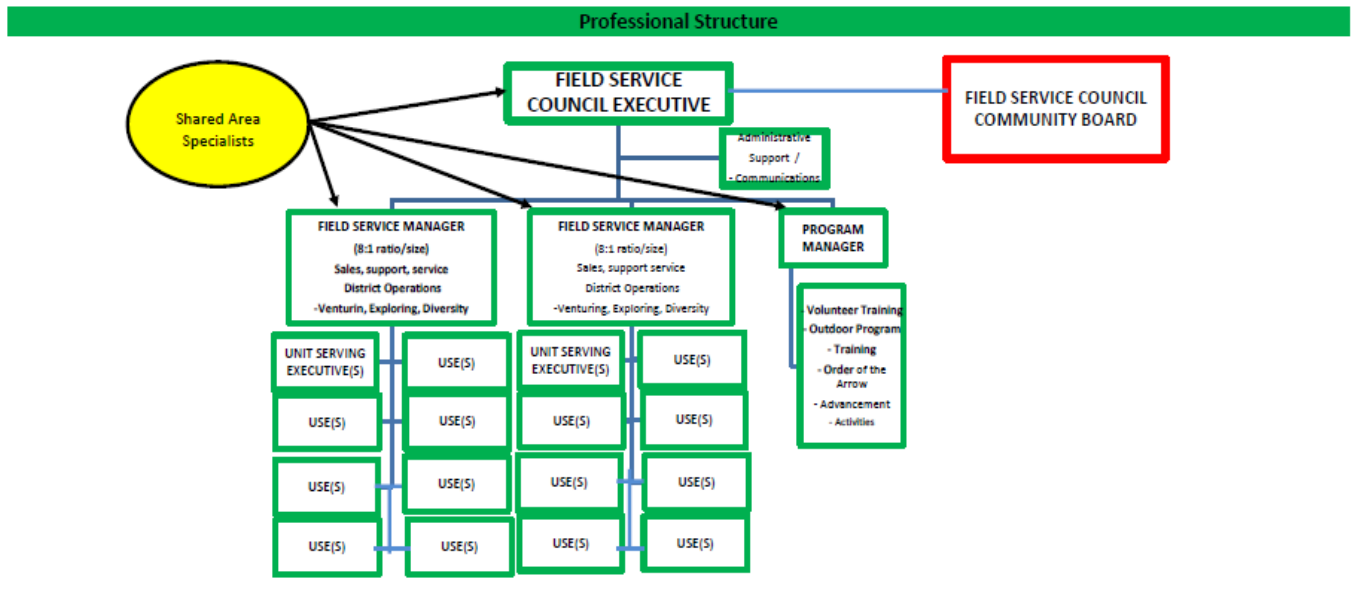


**CHART THREE: Detailed Discussion of Area Volunteer Structure**

- The area-wide organization will be led by a **President**, selected by the Executive Board, and he or she would coordinate with the Executive Officer. The President, Executive Officer, and Commissioner form the Key 3 of the organization planning under the direction of the Executive Board. The President serves as the **Chair of the Executive Board and the Executive Committee**.
- The **Commissioner**, in coordination with the President and Executive Officer, coordinates volunteer unit service across the organization.
- The **Legal Counsel** would provide legal advice to the Executive Board and to the Executive Officer as needed.
- The **Treasurer** would provide financial oversight and advice to the Executive Board and the Executive Officer as needed. He or she works with the Operations Manager and arranges an outside audit of the Area and its constituent parts.
- The **Vice President of Finance** will assist the Development Director, coordinating efforts in fund-raising, endowment and development, product sales, and United Way. This Vice President of Finance will also work with the Operations Manager in the development and oversight of the budget. This person leads the **Finance Committee**, consisting of himself and the **Field Service Council Finance Vice Presidents**.

- The **Vice President of Outdoor Adventure** would coordinate the Outdoor Program Committee consisting of **Outdoor Program Vice Presidents** for each of the **Field Service Councils**. This committee would develop and approve standards for summer camp and year around camping. This committee would also coordinate and assist Field Service Councils in supporting camping, training, advancement, jamboree participation, camp-o-rees, Order of the Arrow, and other programmatic functions.
- The **Vice President of Properties** would oversee the Properties Committee of **FSC Vice Presidents of Property Support**. This Committee would assist the **Property Management Manager** in oversight of properties. The committee would set policies for the physical condition and maintenance of properties, set standards for property funding, develop and coordinate camp steward programs, and make recommendations regarding utilization, expansion, acquisition, de-acquisition, or improvement of camps.
- The **Vice President of Mission and Strategic Planning** would be chair of a Committee on which would sit representatives of each of the Field Service Councils. The purpose of this Committee would be to develop and recommend, in cooperation with the Executive Officer and the President, long range planning and strategic initiatives with membership planning emphasis.
- A **Vice President of Marketing/Communications** would chair the Marketing and Communications Committee of the **Marketing/Communication Vice Presidents of the Field Service Councils**. This committee would provide advice, guidance, and support for **FSC and Community Scouting District** marketing and communications and would advise the Area-wide **Marketing and Communications Manager**.
- The **Vice President of Field Service Council Operations** would chair the Operations Committee consisting of the **Field Service Councils' District Operations Vice Presidents**. **This committee oversees and assists membership growth, support services, program, and venturing**. This committee also provides oversight and support to the management of Field Service Councils and Community Scouting Districts.
- **Field Service Council Presidents** or their designees would sit as members of the Executive Board.
- The **Executive Board** would consist of the persons described above, plus community and business leaders, who could offer support and insight to the governance and growth of Scouting and representatives of Field Service Councils. The exact numbers to serve on the Executive Board is yet to be determined. The Executive Committee of the Board would be made up of the Board Officers described above.

## FIELD SERVICE COUNCILS

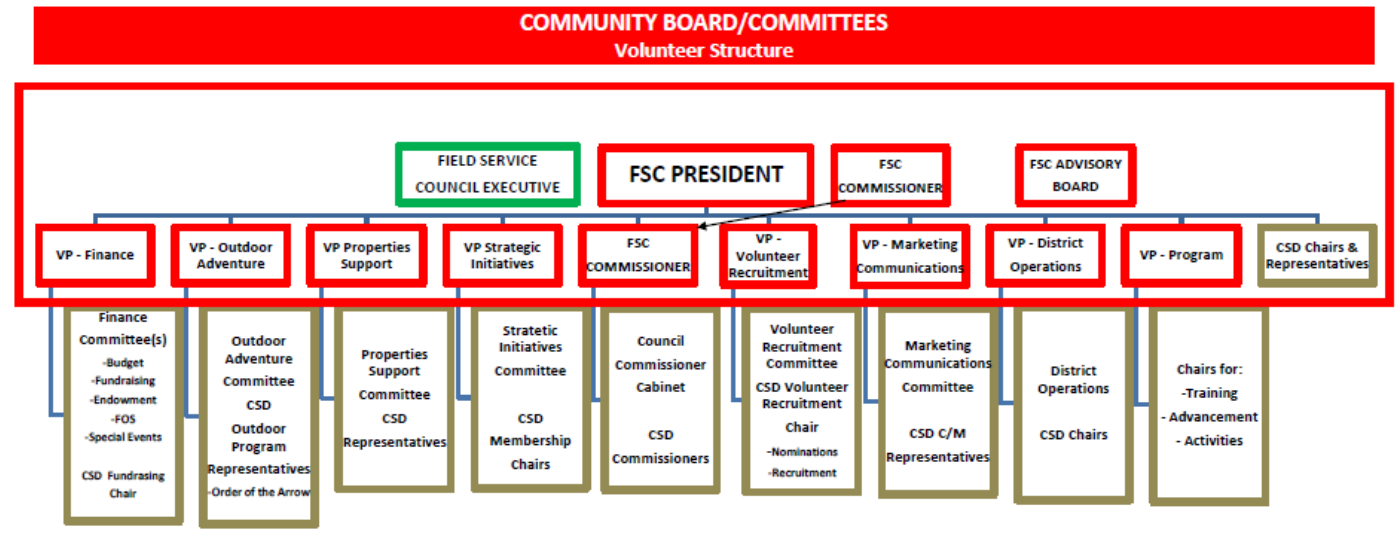


**CHART FOUR: Detailed Discussion of Field Service Council Professional Structure**

- The **Field Service Council (FSC)** will be led by a **Field Service Council Executive (FSCE)**. He or she would be a Scout Professional, responsible for managing, support, development, and coaching of effective Unit Serving Executives. This person will be selected by the **Executive Officer** in consultation with the Community Board with which he/she would serve and report to the **Executive Officer**. He or she would prepare a budget request for the FSC and submit it to the Area Operations Manager. The FSCE will be responsible to build membership and strengthen chartered partner relations. They will help with United Way relations. He or she would be supported by shared area-wide specialists as described above, under “Area-wide Professional “and” Volunteer “Structures”. Though these specialists would be based area-wide, their function is to assist the various FSCs in the execution of their Scouting responsibilities. FSCEs and their professional staff will be freed of most administrative functions, enabling them to be more focused on new unit development and service.
- The Field Service Council Executive would work with a **Field Service Council Community Board**.
- A small **administrative staff** for each Field Service Council Executive will provide secretarial and communications support to the Field Service Executive and other professionals.

- The Field Service Council Executive will supervise the **Field Service Manager (FSM)**. Each FSM would train, mentor, supervise, and assist an appropriate number of Community Scouting Districts as determined by the FSC. This position will focus on unit service and chartered organization relations, as does the entire Field Service Council operation. Additionally, FSM would be responsible for Venturing, Exploring, and Diversity and coordination of programmatic elements across the territory of the CSDs supervised.
- **Unit Serving Executives (USEs)** are the heart of Unit Focused Scouting. They may be Scout professionals or Para-professionals. They may be full or part time, depending upon the needs of their **Community Scouting District**. Their focus is to develop relationships, to represent Scouting in the community, and to coordinate support, coaching, and service to unit leaders and chartered organizations. They also facilitate the success of Scouting in the “Units”. (“Units” is a collective BSA term that includes: Cub Packs, Scout Troops, Explorer Posts, Venture Crews, or Ships.) The USE is the person who assures the most important “value” to the leaders of Scout units, who in turn deliver Scouting to youth. For this reason, **Unit-Focused Scouting establishes Unit Service Professionals as the lynchpin to an effective Scouting organization that will deliver the best possible quality program to youth.** Though our USEs do not “run” or operate Scouting units, they assist, enable, and facilitate those who do. The effective USE is a sales or promotional professional, building relationships with chartered organizations, units, and community leaders. They are dedicated community members selling and representing our Movement to existing and potential chartered organizations. USEs are our key to successful growing membership.
- Each Field Service Council (FSC) will have a **Program Manager**, who along with specialists from the Area assists volunteers in the FSC to provide training, outdoor program, Order of the Arrow, advancement, events, and like functions. When appropriate, the Program Manager will have the flexibility to work in cooperation with Field Service Managers and volunteer committees to serve clusters of Community Scouting Districts.
- The FSC Board would consist of community and business leaders and long time Scout volunteers who could provide advice and expertise to the Council in its principal function of supporting effective Unit Serving Executives and assisting the Field Service Council in preparing and balancing its annual budget.

## FIELD SERVICE COUNCIL



**CHART FIVE: Detailed Discussion of Field Service Council Volunteer Structure**

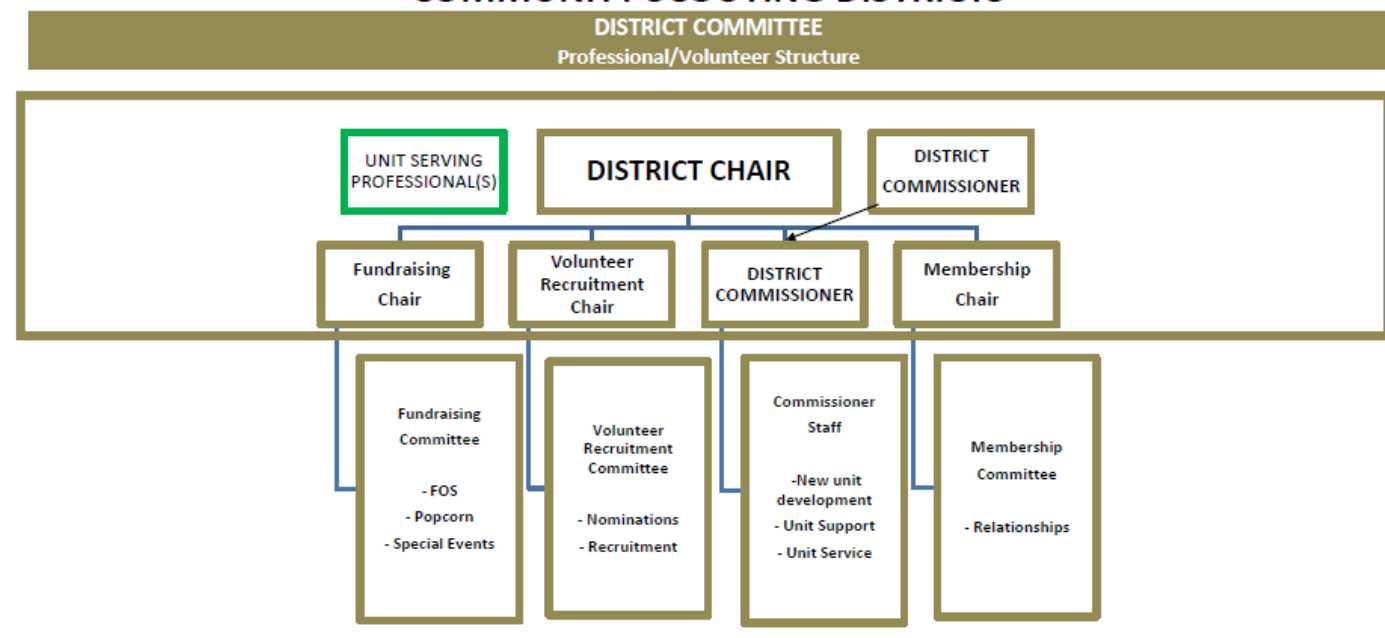
- **Field Service Council Community Board** Presidents, Commissioners, and representatives serve on the area-wide Executive Board.
- The purpose of the Field Service Council (FSC) is to support Community Scouting Districts (CSDs).
- The Field Service Council is led by the **FSC Key 3 under the direction of the FSC Community Board**. The FSC President is selected by members of the **FSC Community Board**. The FSC will be led by the **Key 3: The Council President, the Council Executive, and the Council Commissioner**.
- The Field Service **Council Commissioner** is the leader of volunteers who assist in unit service and unit program. The Council Commissioner is primarily responsible for the recruitment, training, monitoring, and direction of Community Scouting District (CSD) and Unit Commissioners throughout the Field Service Council. The **Field Service Council Commissioner (FSCC)** serves as Chair of the **Council Commissioner Cabinet** and sits on the area-wide **Commissioner Cabinet**. The Council Commissioner Cabinet will be made up of **District Commissioners** and will coordinate and direct the volunteer Unit Service provided by Commissioners. The FSCC sitting on the area-wide Commissioner Cabinet will provide another opportunity for Field Service Councils to provide local input to the Area organization.

- The **FSC Vice President of Finance's** primary responsibilities includes fundraising efforts, endowment, and special fundraising projects throughout the FSC. Financial support for **Community Scouting District (CSD)** and **Field Service Council (FSC)** operations will primarily be generated at the local level. There will be budgetary development and oversight of Field Service Councils and Community Service Districts by the Field Service Council Executive and FSC VP of Finance in conjunction with the **Area Budget Office and the Area Treasurer**. Except for large endowment gifts and grants, most fundraising will remain at the FSC and CSD levels. Volunteers at FSC and CSD levels, assisted by area-wide fundraising specialists, will fashion and operate fund-raising campaigns such as Friends of Scouting, popcorn sales, fund-raising events, and requests to specific donors.
  - The **Budget Office** will be responsible to assist the FSC Executive and FSC Board in preparing a budget to be submitted to the Area Executive Board for any reconciliation and approval.
- A **Vice President of Outdoor Adventure** will be responsible for chairing the **Outdoor Adventure Committee**, which will consist of Program Representatives. The **Outdoor Adventure Committee** will support such programs as Order of the Arrow, Jamboree, multi-District camp-o-rees, special events, and camp promotion. **Council Vice Presidents for Outdoor Program** will serve on the Area **Outdoor Program Committee** and have input into camp program operations.
- A **Vice President of Properties Support** will chair the Property Support Committee and will sit on the area-wide **Properties Committee**. This specialized committee will assist in the upkeep and maintenance of camp and other properties. It is expected that the Property Support Committees at District and Council levels will function as camp stewards. **Council Vice Presidents for Properties Support** will serve on the area-wide **Properties Committee** and have input into the management and operation of camps and other Scouting properties and facilities.
- A **Vice President of Strategic Initiatives** will chair the Field Service Council's Strategic Initiatives Committee targeting membership growth and unit development. The purpose of the committee will be to propose strategic and policy initiatives and co-ordinate efforts in the area-wide strategic plan. **FSC Vice Presidents for Strategic Initiatives** will serve on the area-wide **Strategic Initiatives Committee**.
- The **FSC Vice President of Volunteers** will chair the Volunteer Resources Committee, which will recruit volunteers for the FSC and Community Scouting District levels and make nominations to the Field Service Community Board including Officer positions. These Vice Presidents will advise the area-wide Key-3 in the recruitment and nomination efforts for the Area Executive Board.

- The **FSC Vice President of Marketing and Communications** will chair marketing and communication efforts in the Council, tasked to spread the story of Scouting throughout the FSC and its constituent CSDs. The **Council Vice Presidents for Marketing and Communications** will serve on the area-wide **Marketing and Communications Committee**.
- **The Field Service Council Vice President of Program** will Chair a Program Committee made up of **Field Service Council Chairs** for activities, advancement, camping, membership, and training. The purpose of these Chairs would be to coordinate program events and efforts for units and leaders within the clusters of Community Scouting Districts. Committee members on an area-wide basis will have a forum in which they can interact with their peers in other FSCs. **FSC Vice-President of Program** will serve on the area-wide Program Committee under Council Operations. Leaders of different program functions would be aided by specialists available from the area-wide staff.
- The **Vice-President of CSD Operations** will chair a CSD Operations Committee comprised of the District Chairs within the FSC. The **Vice-President of District Operations** serves on the area-wide Council Operations Committee targeting Membership, Venturing, and Program.
- The Field Service Council (FCS) **Advisory Board** consists of business and community leaders and long time Scout volunteers who are able to provide advice, assistance, and support of the FSCs primary function but who are not willing or able to assume the responsibilities of the Community Board.



## COMMUNITY SCOUTING DISTRICTS



### CHART SIX: Detailed Discussion of Community Scouting District Professional and Volunteer Structure

The Community Scouting District re-establishes the partnership between volunteers and professionals by developing relationships in communities, identifying charter organizations which have a common mission with the BSA in youth development, and delivering quality, life-altering experiences to youth.

The Community Scouting District (CSD) will be led by the **Key 3**: The **CSD Chair**, the **CSD Unit Serving Executive**, and the **CSD Commissioner**.

- **Community Scouting Districts** will be served by one or more BSA **Unit-Serving Executives (USE)**. The principal function of USEs will be to bring Scouting to more youth, to represent and “sell” Scouting in the community, and to help unit leaders deliver great Scouting. USE’s are Scouting’s sales force, the “boots on the ground.” They create, inspire, and manage a volunteer team in their CSD.
- **Community Scouting District (CSD) Chair** will be nominated by a CSD nominating committee and elected at the annual meeting of the CSD Committee. The CSD Chair will lead the CSD Committee, will work in partnership with the Unit Serving Executive and CSD Commissioner, will aid with recruiting and retention of volunteers, will create and oversee a Membership Team, and will develop a Finance Committee.

- The role of the **District Commissioner** is to identify, recruit, and manage quality candidates to serve as Unit Commissioners and Round Table Commissioners, and oversee and assure the quality unit operations within the District.
- The **Finance/Fundraising Chair/Committee** for a Community Scouting District is responsible to develop, plan, and carry out the following fundraising activities: the Friends of Scouting, product sales, community fundraising events. Identification of and referrals to FSC and area-wide specialists for potential major donors is an additional responsibility.
- The **CSD Membership Chair/Committee** is responsible for working with the USE to identify and contact potential Charter Organizations to form new units. Additionally, this Committee is charged with assisting existing units to have a greater impact in their community by expanding their membership.
- The **District Volunteer Resources Chair/Committee** will serve as a nominating committee for the District and will be responsible to find appropriate volunteers for Community Scouting District positions. Additionally, they will assist new units in securing qualified candidates for unit leadership.

**The organization structure shown is preliminary and can be expected to change as the Field Service Council is implemented.**



***CROSSROADS***  
***RECOMMENDATION***  
**“Unit Focused Scouting”**

**Appendix 1**

**Staffing Structures**



# Staffing Structures

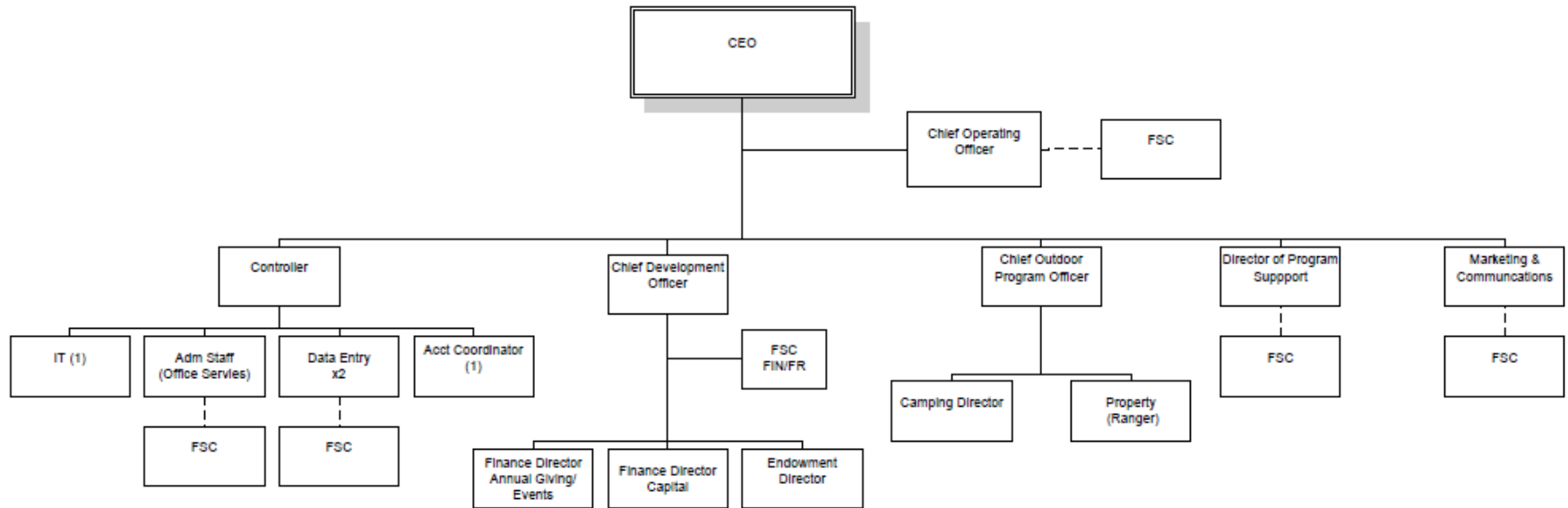
**The organization structures that follow are preliminary and can be expected to change as they are implemented.**

The following charts demonstrate the build out of the Coordinating Council and the five Field Service Councils Staffing Structures to a maximum capability over time, consistent with the guidelines of the Boundaries Task Force. They reflect a total of 125 Unit Serving Executives and a centralized administrative component. These charts are the basis for the financial pro-forma (Appendix 2). **Field Directors are included in the count of USE's.** The actual build out is expected to vary as each FSC goes into operation and makes adjustments for its unique market situation, i.e., urban or rural, demographic characteristics, or marketing tapestry.

All Field Service Councils will offer some combination of specialized service to units through the Unit Serving Executives, including sales, first year support, and continuing support for mature units. In smaller councils or in rural areas, the USE may be expected to provide dual or multiple roles.

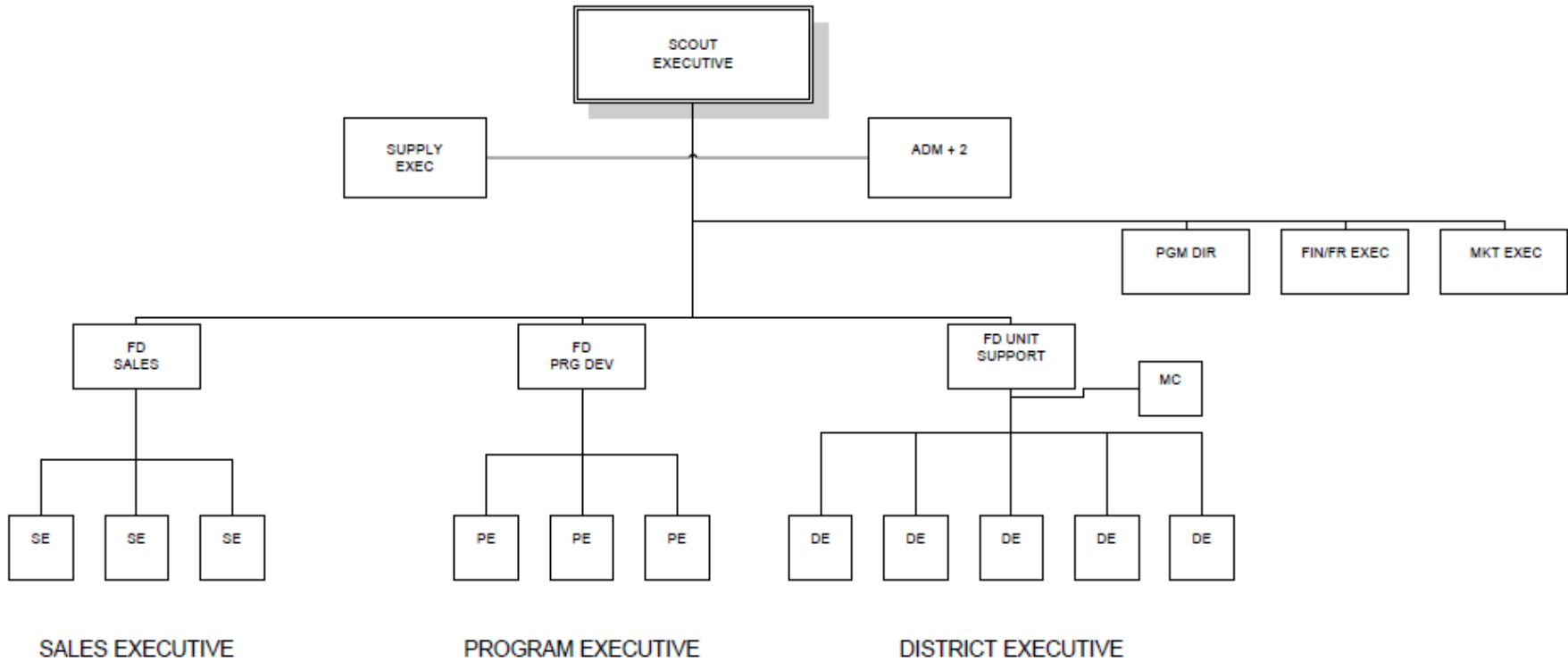
## Chartered Entity Coordinating Council

The organization structure shown is preliminary and can be expected to change as the administrative entity is implemented.



FSC – A  
NORTHERN MICHIGAN  
 Marquette,  
 Traverse City, Auburn

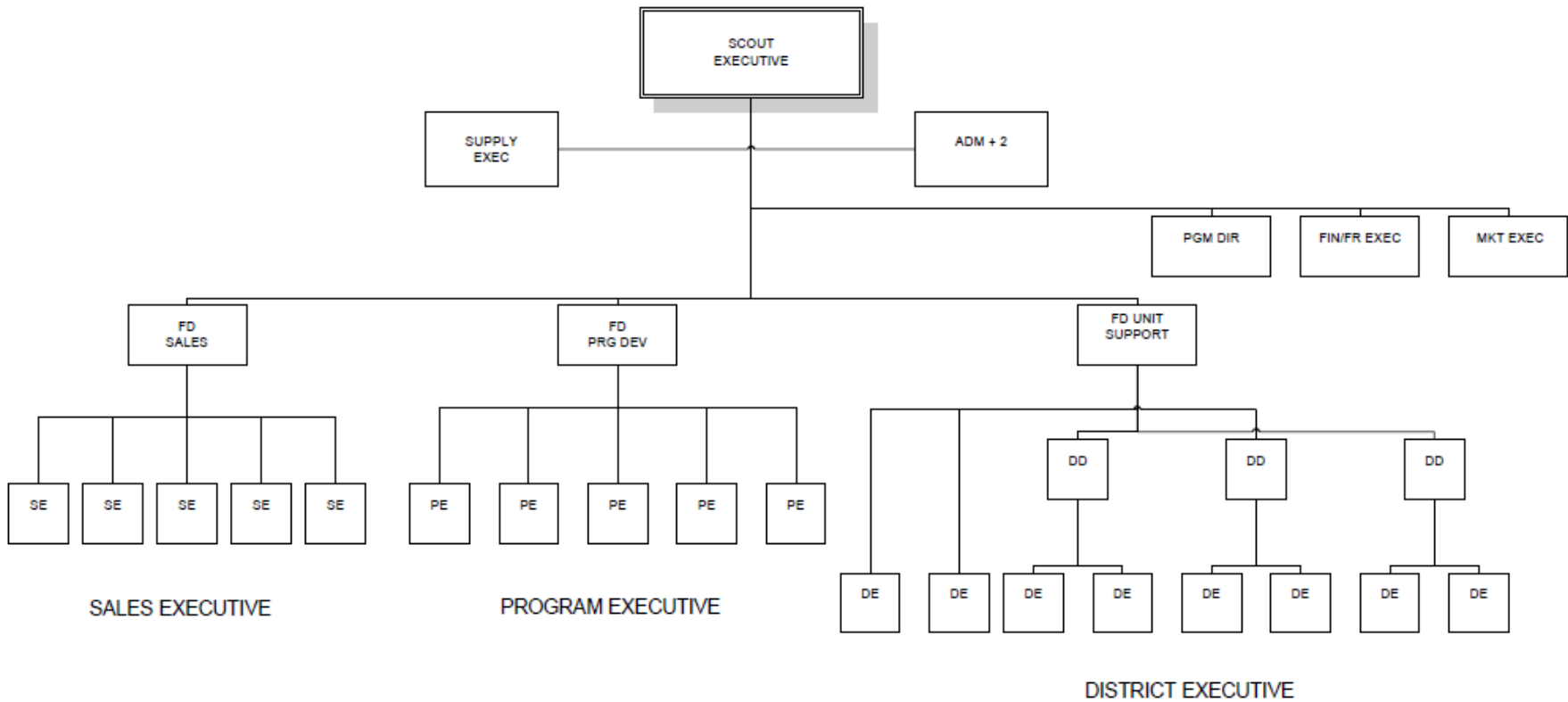
The organization structure shown is preliminary and can be expected to change as the administrative entity is implemented.



FSC – B

WESTERN MICHIGAN  
Kalamazoo,  
Grand Rapids

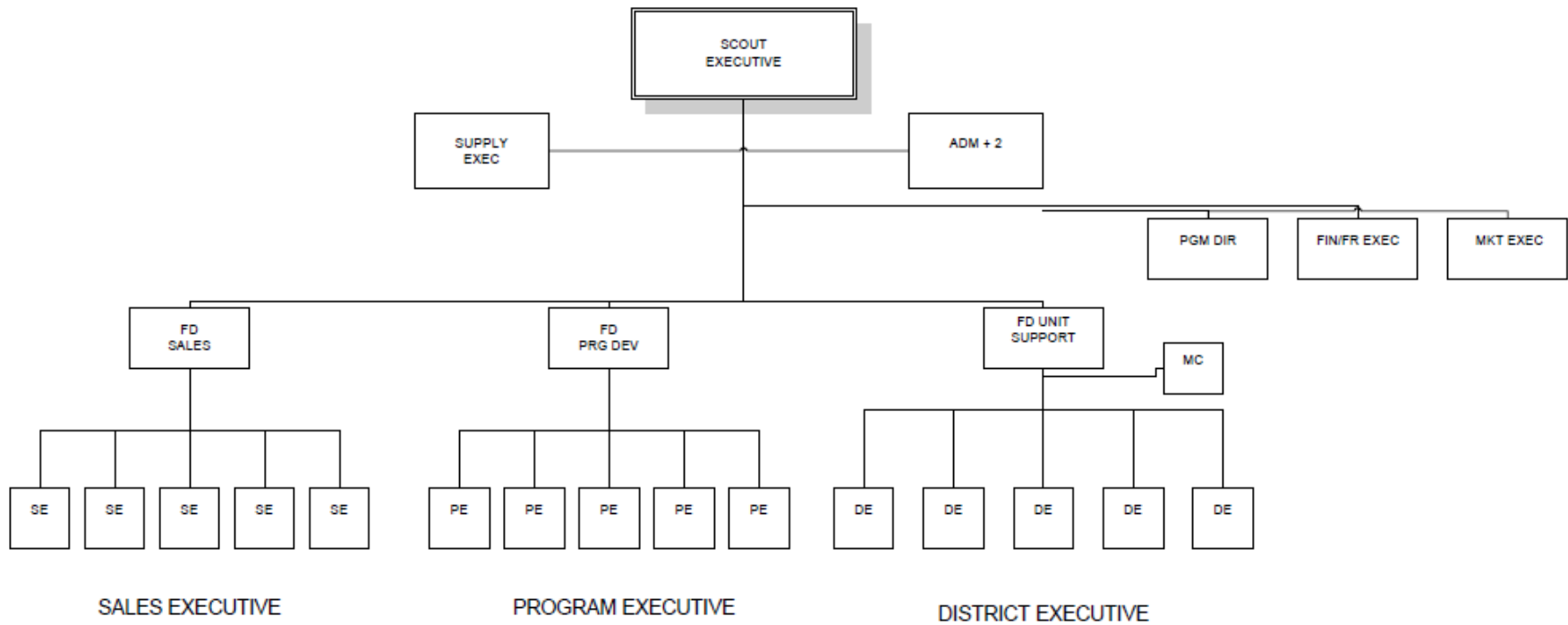
The organization structure shown is preliminary and can be expected to change as the administrative entity is implemented.



FSC – C

MICHIGAN  
Port Huron, Lansing, Flint

The organization structure shown is preliminary and can be expected to change as the administrative entity is implemented.

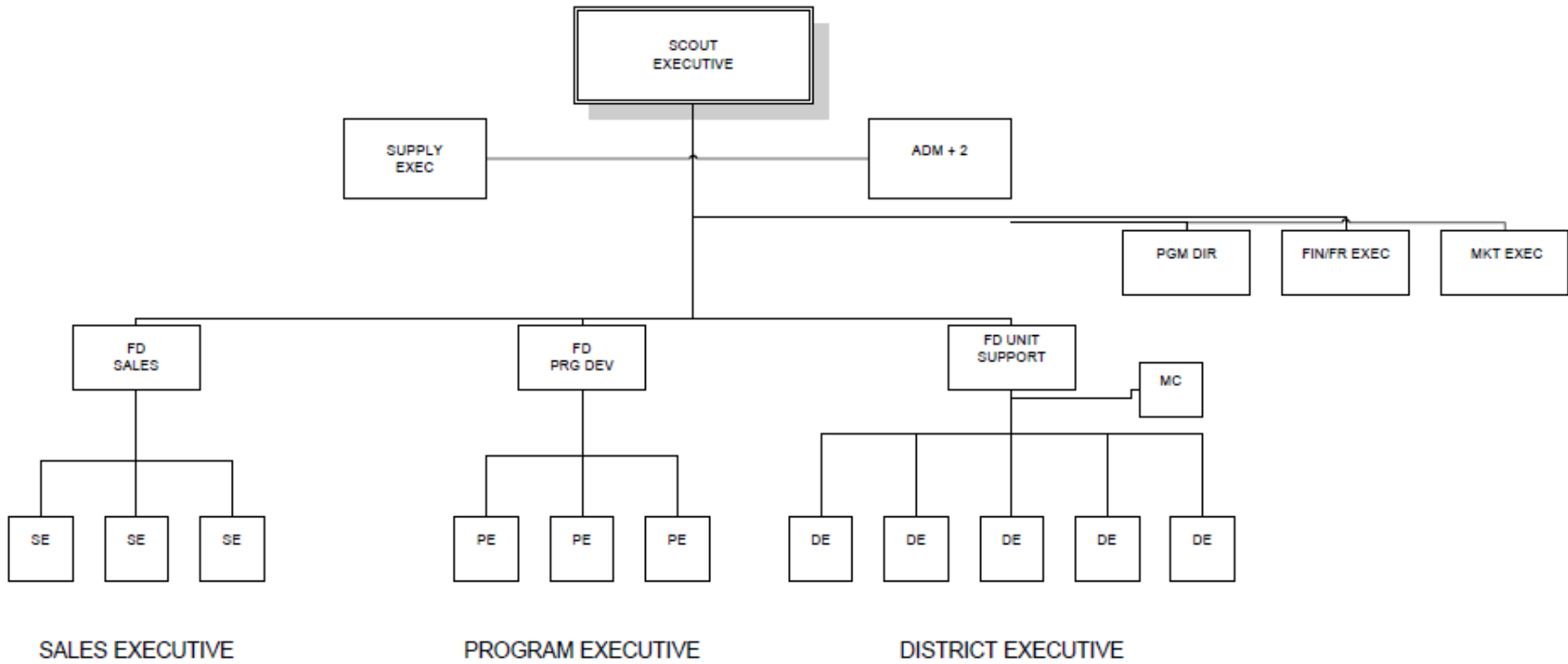




# FSC – D

## MICHIGAN/OHIO Toledo, Ann Arbor

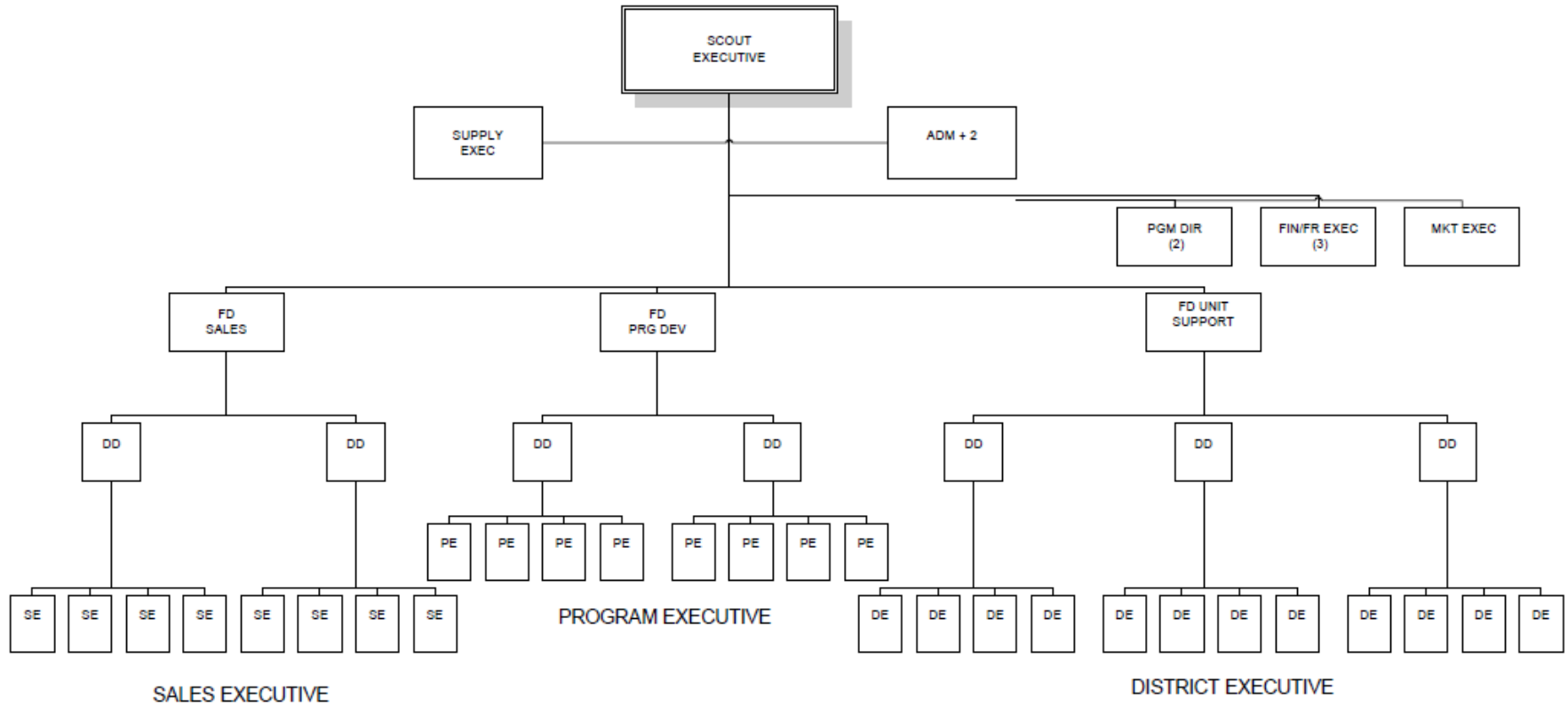
The organization structure shown is preliminary and can be expected to change as the administrative entity is implemented.



**FSC – E**

**MICHIGAN  
Pontiac, Detroit**

The organization structure shown is preliminary and can be expected to change as the administrative entity is implemented.





***CROSSROADS***  
***RECOMMENDATION***  
“Unit Focused Scouting”

**Appendix 2**

**Financial Pro-forma**



## **Pro-forma Expense Statements**

The following statements reflect a full build out of the Coordinating Council staffing and the five Field Service Councils staffing to a level consistent with the Boundary Task Force Guidelines. The composite 2010 expenses for the current eleven (11) councils are reconfigured to minimize administrative expense and allow a total of 125 Unit Serving Executives.

- All wages for full time employees include benefits
- Some administrative functions are outsourced
- Scout shops are assumed to be operated by National Supply
- Camp expenses are not included in individual spreadsheets (but noted in the total cost worksheet)

A cushion of approximately \$1.6 M is built into the model, allowing flexibility for new initiatives not currently possible in the current operations, e.g., more aggressive marketing efforts or IT initiatives.

Camping expense (\$9.1 M) includes a net loss of approximately \$300K-\$600K overall, but this is inexact because of the variety of accounting practices now used.

No consideration is given to the net positive effect of increased revenue and expense due to increased membership over time.

## Administrative Council

Personnel	FTE Count	Expenses
Management Staff	7	\$1,150,000
Field staff	4	\$250,000
Admin staff	6	\$250,000
Travel		\$66,000
Conferences & meetings @ 2% of salary		\$21,450
Total Personnel Expense (Taxes, benefits, thrift & workers' comp incl)		\$1,737,450
<b>Office Building - rented space</b>		
Square footage	8,700	
Rent @ \$12.18psf incl utilities		\$105,966
Utilities		\$0
Maintenance/copier contracts		\$12,092
Janitorial supplies		\$33,088
Property insurance		\$12,700
Total office building		\$163,846
<b>Services (other than activities and camping)</b>		
		Allocated Expense
Fundraising & marketing		\$34,505
Audit		\$61,932
Outside accounting services		\$325,000
Computer services		\$45,782
Legal & other services		\$46,599
Program supplies		\$33,088
Office supplies		\$60,680
Board functions		\$4,413
Telephone		\$20,208
Postage		\$71,925
Equipment contracts		\$28,444
Copier contracts		\$12,092
Printing		\$62,459
Recognition		\$139,024
Interest		\$15,114
Insurance - Contents		\$12,700
Auto insurance		\$23,370
Fidelity bond		\$2,548
General Comprehensive Liability insurance		\$103,604
Directors & officers insurance		\$20,058
Other insurance		\$20,972
Advertising		\$11,255
Bank charges		\$104,721
Bad debt & pledges		\$34,127
Other expense		\$62,877
Charter & quota fee		\$240,000
Total services		\$1,597,496
<b>Total estimated expenses</b>		<b>\$3,498,791</b>

**Field Service Council A**

<b>Personnel</b>	<b>FTE Count</b>	<b>Expenses</b>
Management Staff	4	\$368,000
Field staff	16	\$608,000
Admin staff	2	\$75,000
Travel		\$120,000
Conferences & meetings @ 2% of salary		\$13,663
Total Personnel Expense (Taxes, benefits, thrift & workers' comp incl)		\$1,184,663

**Office Building - 1 rented space and 1 owned space**

Rented Square footage	3,000		1 rented, 1 owned
Owned Square footage	4,000		
Rent @ \$12.18psf incl utilities		\$36,540	
Utilities - owned space @\$5 PSF		\$20,000	
Total office building		\$56,540	

**Services (other than activities and camping)**

	<u>Allocated Expenses</u>
Fundraising & marketing	\$1,466
Computer services	\$7,783
Program supplies	\$31,875
Office supplies	\$10,316
Telephone	\$19,467
Postage	\$12,227
Equipment contracts	\$23,608
Copier contracts	\$10,036
Printing	\$10,618
Asst. to individuals	\$27,049
Recognition	\$23,634
Insurance - Bldg and/or contents	\$10,541
Accident insurance	\$8,748
Advertising	\$1,913
Other	\$7,688
Total services	\$206,970
<b>Total estimated expenses</b>	<b>\$1,448,173</b>

**Field Service Council B**

<b>Personnel</b>	<b>FTE Count</b>	<b>Expenses</b>
Management Staff	4	\$443,000
Field staff	25	\$1,050,000
Admin staff	2	\$75,000
Travel		\$174,000
Conferences & meetings @ 2% of salary		\$20,400
Total Personnel Expense (Taxes, benefits, thrift & workers' comp incl)		\$1,762,400

**Office Building - 1 rented space and 1 owned space**

Rented Square footage	3,000	
Owned Square footage	4,000	
Rent @ \$12.18psf incl utilities		\$36,540
Utilities - owned space @\$5 PSF		\$20,000
Total office building		\$56,540

**Services (other than activities and camping)**

	<u>Allocated Expenses</u>
Fundraising & marketing	\$1,466
Computer services	\$7,783
Program supplies	\$31,875
Office supplies	\$10,316
Telephone	\$19,467
Postage	\$12,227
Equipment contracts	\$23,608
Copier contracts	\$10,036
Printing	\$10,618
Asst. to individuals	\$27,049
Recognition	\$23,634
Insurance - Bldg and/or contents	\$10,541
Accident insurance	\$8,748
Advertising	\$1,913
Other	\$7,688
Total services	\$206,970

<b>Total estimated expenses</b>	<b>\$2,025,910</b>
---------------------------------	--------------------

**Field Service Council C**

<b>Personnel</b>	<b>FTE Count</b>	<b>Expenses</b>
Management Staff	<b>4</b>	\$443,000
Field staff	<b>20</b>	\$840,000
Admin staff	<b>2</b>	\$75,000
Travel		\$17,200
Conferences & meetings @ 2% of salary		\$27,160
Total Personnel Expense (Taxes, benefits, thrift & workers' comp incl)		\$1,402,360

**Office Building - rented space**

Square footage	4,000		1 rented
Rent @ \$12.18psf incl utilities		\$48,720	
Utilities - owned space @\$5 PSF		\$0	
Total office building		\$48,720	

**Services (other than activities and camping)**

	<u>Allocated Expenses</u>
Fundraising & marketing	\$1,466
Computer services	\$7,783
Program supplies	\$31,875
Office supplies	\$10,316
Telephone	\$19,467
Postage	\$12,227
Equipment contracts	\$23,608
Copier contracts	\$10,036
Printing	\$10,618
Asst. to individuals	\$27,049
Recognition	\$23,634
Insurance - Bldg and/or contents	\$10,541
Accident insurance	\$8,748
Advertising	\$1,913
Other	\$7,688
Total services	\$206,970

<b>Total estimated expenses</b>	<b>\$1,658,050</b>
---------------------------------	--------------------



**Field Service Council D**

<b>Personnel</b>	<b>FTE Count</b>	<b>Expenses</b>	
Management Staff	<b>4</b>	\$443,000	
Field staff	<b>20</b>	\$840,000	
Admin staff	<b>2</b>	\$75,000	
Travel		\$144,000	
Conferences & meetings @ 2% of salary		\$17,200	
Total Personnel Expense (Taxes, benefits, thrift & workers' comp incl)		\$1,519,200	
<b>Office Building - rented space</b>			
Square footage	4,000		1 rented
Rent @ \$12.18psf incl utilities		\$48,720	
Utilities - owned space @\$5 PSF		\$0	
Total office building		\$48,720	
<b>Services (other than activities and camping)</b>			
		<u>Allocated</u>	
		<u>Expenses</u>	
Fundraising & marketing		\$1,466	
Computer services		\$7,783	
Program supplies		\$31,875	
Office supplies		\$10,316	
Telephone		\$19,467	
Postage		\$12,227	
Equipment contracts		\$23,608	
Copier contracts		\$10,036	
Printing		\$10,618	
Asst. to individuals		\$27,049	
Recognition		\$23,634	
Insurance - Bldg and/or contents		\$10,541	
Accident insurance		\$8,748	
Advertising		\$1,913	
Other		\$7,688	
Total services		\$206,970	
<b>Total estimated expenses</b>		<b>\$1,774,890</b>	

**Field Service Council E**

<b>Personnel</b>	<b>FTE Count</b>	<b>Expenses</b>
Management Staff	7	\$786,000
Field staff	40	\$1,680,000
Admin staff	4	\$150,000
Travel		\$282,000
Conferences & meetings @ 2% of salary		\$34,008
Total Personnel Expense (Taxes, benefits, thrift & workers' comp incl)		\$2,932,008

**Office Building - rented space**

Square footage	14,000		1 rented, 1 owned
Rent @ \$12.18psf incl utilities		\$170,520	
Utilities - owned space @\$5 PSF		\$0	
Total office building		\$170,520	

**Services (other than activities and camping)**

	<u>Allocated Expenses</u>
Fundraising & marketing	\$2,760
Computer services	\$14,650
Program supplies	\$59,999
Office supplies	\$19,418
Telephone	\$36,645
Postage	\$23,016
Equipment contracts	\$44,439
Copier contracts	\$18,892
Printing	\$19,987
Asst. to individuals	\$50,916
Recognition	\$44,488
Insurance - Bldg and/or contents	\$19,842
Accident insurance	\$16,467
Advertising	\$3,602
Other	\$14,471
Total services	\$389,591

<b>Total estimated expenses</b>	<b>\$3,492,119</b>
---------------------------------	--------------------

**GRAND TOTAL**

<b>Personnel</b>	<b>FTE Count</b>	<b>Expenses</b>
Management Staff	<b>30</b>	\$3,633,000
Field staff	<b>125</b>	\$5,268,000
Admin staff	<b>18</b>	\$700,000
Travel		\$803,200
Conferences & meetings @ 2% of salary		\$133,881
Total Personnel Expense (Taxes, benefits, thrift & workers' comp incl)		\$10,538,081

**Office Building**

Square footage		
Rent @ \$12.18psf incl utilities		\$341,040
Utilities - owned space @\$5 PSF		\$40,000
Total office building		\$381,040

**Services (other than activities and camping)**

Fundraising & marketing		\$8,626
Computer services		\$45,782
Program supplies		\$187,498
Office supplies		\$60,680
Telephone		\$114,515
Postage		\$71,925
Equipment contracts		\$138,873
Copier contracts		\$59,036
Printing		\$62,459
Asst. to individuals		\$159,111
Recognition		\$139,024
Insurance - Bldg and/or contents		\$62,005
Accident insurance		\$51,460
Advertising		\$11,255
Other		\$45,223
Total services		\$1,217,471

<b>Total estimated expenses</b>	<b>\$12,136,592</b>
---------------------------------	---------------------

Camping	\$9,100,000
checksum	\$21,236,592

### Assumptions

GL account number	Classification	Total Area 2 2010 Expenses without camp or activity	Percentage Allocation to Admin Council	Dollar Allocation to Admin Council	Balance to Allocate to FSC	Percentage FSC A-D allocation	Percentage FSC E allocation
8005	Fundraising & marketing	\$43,131	80%	\$34,505	\$8,626	17%	32%
8008	Audit	\$187,674	33%	\$61,932			
8009	Computer services	\$91,563	50%	\$45,782	\$45,782	17%	32%
8010	Legal & other services	\$46,599	100%	\$46,599			
8103	Program supplies	\$220,586	15%	\$33,088	\$187,498	17%	32%
8106	Office supplies	\$121,360	50%	\$60,680	\$60,680	17%	32%
8108	Board functions	\$4,413	100%	\$4,413			
8201-8202	Telephone	\$134,723	15%	\$20,208	\$114,515	17%	32%
8301-8303	Postage	\$143,850	50%	\$71,925	\$71,925	17%	32%
8501-8521	Equipment/Other contracts	\$167,317	17%	\$28,444	\$138,873	17%	32%
8536	Copier contract	\$71,128	17%	\$12,092	\$59,036	17%	32%
8601-8609	Printing	\$124,918	50%	\$62,459	\$62,459	17%	32%
8901	Assistance to Individuals	\$159,111	0%	\$0	\$159,111	17%	32%
9151-9156	Recognition	\$278,047	50%	\$139,024	\$139,024	17%	32%
9203	Interest	\$15,114	100%	\$15,114			
9305	Insurance - building and contents	\$74,705	17%	\$12,700	\$62,005	17%	32%
9309	Auto insurance	\$23,370	100%	\$23,370			
9313	Fidelity Bond	\$2,548	100%	\$2,548			
9315	General Liability	\$103,604	100%	\$103,604			
9316	Directors & officers insurance	\$20,058	100%	\$20,058			
9322	Accident insurance	\$51,460	0%	\$0	\$51,460	17%	32%
9331	Other insurance	\$20,972	100%	\$20,972			
9402	Advertising	\$22,510	50%	\$11,255	\$11,255	17%	32%
9404	Bank charges	\$130,901	80%	\$104,721			
9417, 9432	Bad debt & pledge write offs	\$34,127	100%	\$34,127			
9431	Other expense	\$90,446	50%	\$45,223	\$45,223	17%	32%
9691-9692	Charter & quota fee	\$282,401	100%	\$240,000			
Various	Misc Expense - not employee compensation or occupancy	\$17,654	100%	\$17,654			
	Shared Accounting Services	NEW	100%	\$325,000			



***CROSSROADS***  
***RECOMMENDATION***  
“Unit Focused Scouting”

**Appendix 3**

**Outdoor Program**



## OUTDOOR PROGRAM TASK FORCE

### EXECUTIVE SUMMARY

- ✿ **Create an Area Outdoor Program Leadership Team (OPLT):**
  - A. Establish long term vision of Area owned properties.
  - B. Enforce the recommended quality outdoor programs “mandatory” standards.
  - C. Establish annual budgets for year-round property/program operations.
  - D. Create and operate an Area Outdoor Program website.
  - E. Provide the **day-to-day operation, administration and leadership** of Area properties, programs, and employees.
  - F. OPLT to be made up of leaders (in and out of BSA) plus representatives from previous 11 Councils.
- ✿ **Create** Area Outdoor Program operating Committees and staff structures to deliver the promise of the Area Outdoor Program LLC vision and mission.
- ✿ **Carefully** evaluate each and every Area property for its long term service potential, current strengths and weaknesses, and determine “best use” methods/plans for each property.
- ✿ **Carefully** evaluate each current (2011) Council Outdoor Program Operation to determine short term (2012 and 2013) operations and long term goals to meet OPTF recommendations of twelve Cub Scout short term, resident and family camps, five Area Boy Scout Camps, one Area Training Camp, and one Area Venture Base.
- ✿ Create **two year outdoor program menu/calendar** for all youth, family, and leader levels in Area, with focus on **Journey to Excellence “Gold Level”** outdoor program opportunities.
- ✿ Establish Camp Director, Ranger and Camp Support Staff **monthly training programs** to meet Area Outdoor Program LLC short and long term vision and mission.
- ✿ Focus **all** Area outdoor programs and properties efforts to **exceed the Six Foundation Traits** as recommended by the OPTF.
- ✿ Launch interactive **Area Outdoor Program website** to meet customer expectation for Area Outdoor programs and properties.

Our Area Outdoor Program Leadership Team would have the ability, opportunity, and challenge to do what the current Council Outdoor Programs cannot do:

- A. Create a single area-wide vision and mission focus for year-long outdoor program growth and service to our customers and Scouts.
  
- B. A single leadership focus/direction (via **Area Outdoor Program Leadership Team and staff**) can result in:
  - 1. Using properties for the good of all - - - no competition.
  - 2. Focusing of area-wide Outdoor Program services and growth plans and directions.
  - 3. Control and balance of financial operation and standards.
  - 4. Getting each property to **“the best”** in a **specific program** focus.
  - 5. Combining resources, purchasing, training, and mission to support all.
  - 6. Setting new outdoor program **quality level of service** mandates.
  - 7. Ability to offer local and nationwide marketing to our focused properties/programs.
  - 8. Creating a uniqueness at each property.
  - 9. Reducing redundancy in facilities and programs.
  - 10. Control our own future growth and success.

It is the recommendation of the Area Outdoor Program Task Force that all currently owned Council properties remain “in service” until completion of an Area property/program specific focus evaluation.

All currently operated Council properties and programs are subject to review and re-evaluation in order to create our **“very best” Cub Scout Day Camps, Cub Scout Resident Camps, Cub Scout Family Camps, Boy Scout Camps, Venture Base, and Training Camp.**

Many properties will continue for unit / community weekend usage, while specific properties are enhanced to become our Area very best property for a specific venue/focus.

The Area Outdoor Program Task Force does not currently recommend the sale of any Council operated outdoor program property.



# OUTDOOR PROGRAM TASK FORCE

## Task Force Vision

*A well-planned program, delivered by trained leadership,  
with a strong outdoor program,  
and supported by a good commissioner, will attract and retain youth!*

## Task Force Mission

*We will develop the optimal Outdoor Program model  
and delivery network for Scouting in the coming century.  
We will focus our efforts on the youth that we will serve. We will create a model that will attract, enrich and retain  
youth by centering the highest quality program delivered in a variety of accessible venues within a financially  
sustainable framework.  
As a result of our efforts, we will recommend a plan of action that will enhance and optimize year-round outdoor  
programs for all Scouting youth and their families.*

# OUTDOOR PROGRAM TASK FORCE RECOMMENDATIONS

## OUTDOOR PROGRAM

Outdoor program is one the greatest strengths of the Boy Scouts of America. Even this great strength must be “re-thought and re-tooled” if the tremendous opportunities for future growth and leadership are to be realized. Significant improvement in Scouting’s outdoor programs will generate even greater gains in the mission of the Scouting movement.

The time, talents, and leadership of the Area Project Outdoor Program Task Force (OPTF) have created strong recommendations that will require new thinking, new standards, new programs, and additional talent!



## **Outdoor Adventure Committee**

A **critical key** to the success of these area-wide Outdoor Program Task Force recommendations is the formation of an area-wide **Outdoor Adventure Committee**. The Outdoor Adventure Committee will be under the leadership of an area-wide Vice-President for Outdoor Adventure which will consist of two sub-committees; Outdoor Program and Outdoor Properties, with representatives from each of the Field Service Councils on each of the sub-committees. These committees will have responsibility for all area-wide outdoor programs and properties subject to the approval of the area-entity executive board.

Key roles of the area-wide **Outdoor Adventure Committee** will be to:

1. Enact the Outdoor Program Task Force recommendations.
2. Provide professional evaluations of current status of each area program and property (volunteer and staff “experts” in specific areas) to determine best use of each property.
3. Create specific / long term recommendations for each property and program.
4. Create and train teams of volunteer and staff “experts” to assist in annual property accreditations, operations, and evaluations.
5. Assist local leadership to achieve all area-wide programs/properties recommendations.
6. Annually select properties for specific programs for area-wide operations.
7. Establish budgets, fees, and fiscal controls to grow selected properties and programs subject to area-entity executive board approval.
8. Create a program team of “experts” to resolve short- and long-term outdoor program related issues.
9. Create a financial control (accounting) team to manage properties/programs.
10. Create a website team to create and maintain an outdoor program website.
11. Give support, guidance, and direction to the Outdoor Adventure Committees and Properties Committees of each Field Service Council.

## **Research**

An important consideration of the Outdoor Program Task Force was to research:

1. Current Area/local Council outdoor program resources
2. Other strong Council outdoor program operations
3. Non BSA Outdoor program operations

The Task Force studied and evaluated YMCA, religious, special needs, other youth organizations, and Boy Scout camp operations in and outside of the Area. The lessons learned from this research have supported the recommendations of this report. Additionally, the OPTF examined current and future National BSA outdoor program/camp standards and current American Camp Association Standards for ideas, suggestions, and refinements to the recommendations. Finally, this information was shared and input sought from local council Camp Directors (and other volunteer and professional staff) not on the Outdoor Program Task Force, to assure that these Task Force recommendations were practical and fair expectations for success.

## Common Traits of Strong Outdoor Programs

People truly do “vote” for a service or program by their interest, financial support, and the investment of their time and talents. The more people enjoy something, the more they talk about it and participate in it. It is universally accepted that quality experience, fun and fellowship, personal growth and inspiration, and investment of time, talent and treasure all contribute to success and growth of the program. ***Any service or program, any event or activity, in or out of the Boy Scouts of America, succeeds or fails, expands or shrinks based on these quality components!***

**Strong Scouting Units, Districts, and Councils have common traits!** (In fact the new National BSA “Journey to Excellence” (JTE) program is meant to establish local goals and direction for the successful tracking of several of these traits.) These common traits include:

1. Trained, caring leaders
2. Constant, consistent planning and communication
3. Creative program
4. Short and inspiring meetings
5. Fun and exciting outdoor programs
6. Emphasis on Scouting values
7. Proven methods of mentoring youth and leadership training
8. Rank advancement
9. Service with purpose
10. Continuous inspiration
11. Building youth and adult fellowship
12. Safe and healthy learning environments
13. Goal of aiding unit growth
14. Financial sustainability

**Our “very best” Scouting outdoor programs also have these same positive common traits!**

A few examples include:

1. Philmont High Adventure activities
2. Northern Tier High Adventure programs
3. Sea Base High Adventure programs
4. National Jamborees

# **“SIX FOUNDATION TRAITS” FOR OUTDOOR PROGRAMS**

## **FOR SHORT- OR LONG-TERM OPERATIONS**

All successful, growing outdoor programs manifests six traits that underlie the National BSA Camp Standards, youth protection mandates, risk management and health/safety policies, and our Movement’s values! These six foundation traits represent the positive “mandatory” traits of an exceptional outdoor program that far exceeds expectations.

It is recommended to the area-entity executive board that all Unit, District, Council, Area, and National Outdoor Programs (short- or long-term) should be expected to adhere to these Six Foundation Traits as mandatory expectations of great service!

### ***Foundation One:*                    Strong and consistent planning; strong communication; strong marketing; and quality training of youth and leaders!**

To include:

- 1.1. Meet National BSA Camp operation standards.
- 1.2. Meet all local, county, and state operating requirements.
- 1.3. Establish a five year Area outdoor program / property strategic plan.
- 1.4. Frequently communicate with parents, Scouts, and leaders, using multiple methods.
- 1.5. Market programs and properties locally, state-wide and nationally through a variety of media, including an area-wide website.
- 1.6. Ensure consistent, periodic evaluations of programs and staff by youth and adult leader participants, then sharing with stakeholders, and acting upon these evaluations.
- 1.7. Assist units in developing their own performance standards (besides JTE) for their outdoor program.
- 1.8. Provide opportunities for youth and leader self-improvement.
- 1.9. Provide frequent and powerful unit leader (adult and youth) recognitions.
- 1.10. Present “virtual tours” of outdoor program and properties.
- 1.11. Standardize all registrations, tour plans, and use forms.
- 1.12. Publish user-friendly camp leader guidebooks.
- 1.13. Provide Internet access to information about properties
- 1.14. Provide good quality wireless access to those using all properties.
- 1.15. Frequently communicate with leaders before, during, and after outdoor programs.
- 1.16. Create unit expectations of quality resident camp program.
- 1.17. Have Field Service Council Executives and area-wide Outdoor Program Staff and Committee meet with Scout leaders during resident camp.
- 1.18. Market awareness for each property availability and program specialty.
- 1.19. Improve on the readiness of units to experience outdoor adventures through training, timely information, pre-adventure experiences, and proper planning (Currently only 5% of units are adequately prepared and trained to derive maximum benefits from their outdoor experiences.)

## ***Foundation Two: Highly trained and motivated staff!***

To include:

- 2.1. Meet all National BSA Camp Standards for camp staff.
- 2.2. Meet all local, county, and state employment regulations.
- 2.3. Offer a minimum of a six-week resident camp staff contract per property / program.
- 2.4. Hire and retain only the best (hence longer contracts).
- 2.5. Create a system of fair play and fair pay for staff.
- 2.6. Employ staff with specific expertise for each assignment. (Right people in right job).
- 2.7. Offer a minimum of ten days and nights of resident camp staff training.
- 2.8. Build a well-trained, diverse, and enthusiastic staff including staff mentoring.
- 2.9. Reward staff for exceeding program and service expectations.
- 2.10. Build a staff accountability process based on setting and maintaining higher expectations of performance.
- 2.11. Provide a strong, age-appropriate Counselor In Training (CIT) program.
- 2.12. Offer fair compensation and safe, comfortable staff living arrangements.
- 2.13. Ensure that staff understands they **represent** the Boy Scouts of America and are expected to live by the Scout Oath and Law.
- 2.14. Provide standard area-wide policies reflected in a standard handbook.
- 2.15. Conduct periodic area-wide Camp Directors meeting(s) for coordination and training.
- 2.16. Expand training opportunities for staff to diversify their skills and abilities.
- 2.17. Award a staff member of the week and of the summer (Cash Rewards).
- 2.18. Share leader evaluations of program with all staff.
- 2.19. Reward programmatic innovation.
- 2.20. Create opportunities for intra-staff motivation including “why I serve....”
- 2.21. Build fellowship within staff.

***Foundation Three:*           Creative programs that strengthen Scouting’s values!  
Set, expect, and maintain high expectations for  
delivery of program.**

To include:

- 3.1. Meet all National BSA Camp Standards for programs.
- 3.2. Meet all local, county, or state regulations.
- 3.3. Provide opportunities to facilitate Scout advancement.
- 3.4. Stress adventure and fun in addition to advancement.
- 3.5. Offer special, creative, unique programs within advancement area.
- 3.6. Rotate programs including merit badges annually – providing different, challenging experiences in each program area to attract 2<sup>nd</sup> and 3<sup>rd</sup> year campers.
- 3.7. Offer some programs specific to older Scouts / younger Scouts.
- 3.8. Establish strong Order of the Arrow program in camp and at every program level.
- 3.9. Ensure FUN – FUN – FUN!
- 3.10. Stay current with newest outdoor program trends.
- 3.11. Emphasize quality programs not just awarding merit badges.
- 3.12. Make staff-conducted programs available to units at the end of each day of resident camp.
- 3.13. Acknowledge and recognize creativity by units, leaders and staff.
- 3.14. Introduce something new every week. (Helps staff morale.)
- 3.15. Strive to exceed 95% excellence on leader evaluations.
- 3.16. Frequently evaluate every program, share camper/leaders evaluations of program with staff.

## ***Foundation Four:*      **Safe, clean, supportive properties and facilities!****

To include:

- 4.1. Meet all National BSA property / facility standards.
- 4.2. Meet all local, county, and state regulations.
- 4.3. Create clean, well-organized properties from the entrance inward, with no “junk yard” anywhere.
- 4.4. Create safe environment for employees and participants. Maintain appropriate security (safety of Scouts on site).
- 4.5. Maintain five year property long-term growth plan (new construction, new programs, etc.).  
Develop annual and long-term property enhancement plans.
- 4.6. Employ ecological stewardship plan.
- 4.7. Design facilities for multiple, year-round uses with long-term, low maintenance in mind.
- 4.8. Don't build without financing available, ensure future budgets can support. Each project funding should include an endowment for repair, maintenance and ultimate replacement.
- 4.9. Continually update equipment and key facilities - health lodge, fire bowl, flag area, campsites, etc.
- 4.10. Maintain accessibility and training for emergencies.
- 4.11. Provide signage to guide guests / participants throughout property / program.
- 4.12. Conduct annual review of property by Outdoor Program Committee.
- 4.13. Maintain appropriate emergency communication system.
- 4.14. Be technologically accommodating to campers (provide Internet connectivity).
- 4.15. Accommodate individuals with special needs (Scouts, leaders, and staff) within our capabilities.
- 4.16. Provide co-ed accommodations at each property.
- 4.17. Assign everyone responsibility for property and safety - everyone.
- 4.18. Keep all facilities - Clean – Clean – Clean.

## ***Foundation Five:*      Sustainable property financial stewardship!**

To include:

- 5.1. Meet all National BSA Camp Standards. (Expect all new Camp Standards in 2013).
- 5.2. Prepare budget for year-round property operation, not just summer camp.
- 5.3. Require year- round outdoor program / projects budget to operate in the black for all income and expenses related to all outdoor program / property operations.
- 5.4. Require year-round budget to have a positive net input on Fund One operations.
- 5.5. Establish area-wide unified camp fees for similar programs.
- 5.6. Set individual program / property fees reflective of specialized program and budgeted expenses.
- 5.7. Establish ongoing planned re-investment in property / program growth.
- 5.8. Make area-wide, need-based camperships available.
- 5.9. Utilize area-wide resources to reduce expenses.
- 5.10. Encourage / reward innovation of properties and programs.

## ***Foundation Six:*      Quality food service!**

To include:

- 6.1. Meet all National BSA food service standards.
- 6.2. Meet all local, county, and state regulations.
- 6.3. Create avenues for routine Scout leader and staff input.
- 6.4. Offer diversified menus with healthy options at meals.
- 6.5. Ensure quality and quantity of food (constantly review youth and leader's evaluations).
- 6.6. Be responsive to customer needs and preferences.
- 6.7. Equip kitchen facilities with high quality, sanitary food prep and cooking areas.
- 6.8. Provide appropriate water (for drinking and hand cleaning) availability around camp.
- 6.9. Keep hot food hot – cold food cold.
- 6.10. Maintain efficient operation and serving times, taking the time to **serve** meals correctly.
- 6.11. Make food service part of the program – grace at meals, themed meals, opportunity for Scouts to cook.
- 6.12. Insist that food service contractors:
  - a. Receive 90% leader evaluation approvals.
  - b. Assist with camp budget controls.
  - c. Exceed your expectations.
- 6.13. Have cook attend leaders' meeting once a week.
- 6.14. Conduct meeting of food prep and order person with Camp Director or Business Manager each week.
- 6.15. Realize that small improvements can go along way.
- 6.16. Keep Kitchen/Food preparation areas - Clean – Clean – Clean.

The OPTF recommends these six foundation traits as **mandatory expectations** for **all** outdoor programs. They will be **somewhat** reduced in intensity for weekend programs and strengthened for long term programs.

The requirements under each of the above six foundation mandates must be measured using a new “**Foundation Trait**” assessment tool. This will involve a concrete set of written standards and interpretation guidelines for each trait and its supporting requirements.

For example:

1. Show that property/program meets National BSA standards.
2. Show all local, county, and state documents.
3. Factually demonstrate how/what property/program is doing to meet this mandate.
4. Show written year-end budget and how prepared.
5. Show written “Property Enhancement” booklet.



## Optional Additions to the Six Foundation Traits:

In addition to the six foundations, the OPTF recommends a series of **ever growing and changing “should do” and “might do”** opportunities that expand the service strength of each outdoor program/property type. The OPTF believes these are **“strongly advisable expectations to operate short or long term outdoor programs and properties.”**

### A. Cub Scout Outdoor Program Opportunities:

#### 1. Should do

- a. Support Journey to Excellence program in all units.
- b. Provide five or more outdoor activities per year to support units' JTE.
- c. Unit recognition for achievement – (ex. Cub Scout Year round outdoor program award).
- d. Unit leader outdoor programming guide on web site.
- e. Annual Pack planning (JTE) Menu on website (how to plan).
- f. Website with Cub Scout level outdoor program activities (county by county).

#### 2. Might do

- a. Ease of getting there --- See Area **“Outdoor Program Accessibility.”**
- b. Provide four additional outdoor program opportunities like:
  1. Swimming events, water-park activity day, Family oriented camp out, Family camp hike
- c. Support Cub Scout advancement trail.
- d. Community service opportunities.

### B. Cub Scout Day Camps:

#### 1. Should do

- a. Be themed - - fun, exciting, wow-factor!
- b. Support Journey to Excellence program in all units.
- c. Demonstrate our Scouting values.
- d. Support advancement opportunities.
- e. Hands on program opportunities.
- f. Den Chiefs/Boy Scouts involved on staff.
- g. Den Chief Training.
- h. Stronger programs in:
  1. Water activity, shooting sports, Games, Ceremonies, Songs. Nature
- i. Connection to Cub Scout/Webelos Resident Camp (show what is next!)

#### 2. Might do

- a. Diversified per age group; progressively more challenging by design.
- b. Transportation provided (for ease of attendance).
- c. Sibling Programs (for ease of bringing family).
- d. Training Opportunities for Parents.
- e. OA Program / Ceremony.
- f. Adult Programs (separate from youth).

## C. Cub Scout/Webelos Resident Camps:

### 1. Should Do

- a. Support Journey to Excellence program in all units.
- b. Do not repeat Day Camp experience, provide more challenging program.
- c. Specialized Program Activities (equipment, proper areas).
- d. Great campfire programs.
- e. OA Ceremony/program.
- f. Campsites are Family Friendly.
- g. Nature Program.
- h. Emphasize “leave no trace.”
- i. Indoor Program area for inclement weather.
- j. Strong awareness of first year camper and leader needs.
- k. Service opportunities.

### 2. Might Do

- a. Program specific Camp Staff.
- b. Special evening programs – (Root Beer/Slushies, etc.).
- c. Pack Photos.
- d. Digital video of the experience.
- e. Age appropriate Trading Post.
- f. Returning Camper Recognitions (OA).
- g. Movie Night.

## D. Boy Scout Outdoor Weekends:

### 1. Should Do

- a. Supports Journey to Excellence program in all units.
- b. Challenging, unique, age-appropriate activities.
- c. Emphasizes “leave no trace”.
- d. Emphasizes unique aspects of the property / facility.
- e. Outdoor Leadership Training.
- f. Advanced Scouting skills offered.
- g. Include High Adventure activities – **real Scouting adventure.**
- h. Constant improvement of equipment, facilities.
- i. Creative outdoor activities.
- j. Emphasize “leave no trace.”
- k. Service opportunities.
- l. Menu of outdoor program opportunities on area-wide website.

### 2. Might Do

- A. Trail medal / patch program – hike, paddle, or bike.
- B. No repeat venues (varied / diverse).
- C. National outdoor program awards (planned into program).
- D. Outdoor experience that emphasizes history of area.
- E. Physical fitness geared events (ex.: triathlon).
- F. Programs oriented toward youth and/or adult leader.
- G. Supplemental Adult Leader Training.

## **E. Boy Scout Resident Camps:**

### **1. Should Do**

- a. Support Journey to Excellence program in all units.
- b. Co Ed for Adult Leaders (and for future co-ed youth programs).
- c. Unique programs for the older Scouts.
- d. Support advancement programs.
- e. Learning outdoor skills.
- f. Emphasize “leave no trace.”
- g. Strong OA presence (fall call out, Ordeal / Brother ceremonies, etc. **each week**).
- h. Service opportunities.
- i. Returning camper recognitions.

### **2. Might Do**

- a. Specialized skill training.
- b. Unique opportunities – highly specialized programs.
- c. Fine Arts Programs.
- d. Extreme Sports Programs.
- e. Increased OA involvement.
- f. Advanced Aquatics – under properly trained supervision.
- g. Introduce a COPE course – under properly trained supervision.
- h. Eagle Scout fellowship opportunities.
- i. Enhanced Alumni Opportunities.
- j. Exposure to Venturing and Exploring opportunities.

## **F. Venturing Outdoor Weekends:**

### **1. Should Do**

- a. Support Journey to Excellence program in all units.
- b. Challenging, unique activities
- c. Emphasizes “leave no trace.”
- d. Emphasizes unique aspects of each property / facility / surrounding opportunities.
- e. Outdoor Leadership Training.
- f. Advanced Scouting skills offered.
- g. Emphasize High Adventure activities – real Venturing adventure.
- h. On-going improvement of equipment, facilities.
- i. Creative outdoor activities.
- j. Service opportunities.

### **2. Might Do**

- a. Trail medal / patch program – hike, paddle, or bike.
- b. No repeat venues (varied / diverse).
- c. National outdoor program awards (planned into program).
- d. Outdoor experience that emphasizes history of area.
- e. Physical fitness geared events – triathlon.
- f. Introduce a COPE course
- g. Leadership oriented programs – both youth and adult.
- h. Supplemental Adult Leader Training.

## **G. Venturing Resident /High Adventure Camps:**

### **1. Should Do**

- a. Support Journey to Excellence program in all units.
- b. Unique programs for Venturers.
- c. Supporting advancement programs.
- d. Learning outdoor skills.
- e. Create an OA experience.
- f. Returning camper recognitions.
- g. Service opportunities.

### **2. Might Do**

- a. Specialized skill training.
- b. Unique opportunities – highly specialized programs.
- c. Fine Arts Programs.
- d. Extreme Sports Programs.
- e. Increased OA involvement.
- f. Advanced Aquatics – under properly trained supervision.
- g. Introduce a COPE course – under properly trained supervision.
- h. Eagle Scout fellowship opportunities.
- i. Enhanced Alumni Opportunities.
- j. Exposure to Venturing and Exploring opportunities.

## Outdoor Program Accessibility

In order to achieve the mandatory six foundation traits, and the ever growing list of “Should Do’s” and “Might do’s,” the Outdoor Adventure Committee will need to continuously audit the readily available locales for delivery of program.

These OPTF recommendations establish the number of outdoor program properties (**not necessarily BSA owned properties**) needed to serve the youth in our Area, as well as provide for approximate driving distances for specific outdoor programs. Efforts should be made to locate facilities within the recommended distance/time of unit location. However, this does not preclude a unit from participation at any facility regardless of distance/time.

This accessibility to appropriate venues for Scouting creates the opportunity to “expand or reduce – localize or not” our property needs. More properties/programs for Cub Scouts, less for Boy Scouts, specific focus for Venturers, and separate training properties.

The approximate driving distance (miles and times) proposed for specific outdoor programs are:

<b><u>Operation*</u></b>	<b><u>Facilities needed *</u></b>	<b><u>Days</u></b>	<b><u>Approx. Distance (miles)</u></b>	<b><u>Approx. Distance (time)</u></b>
Cub Scout Day Camps	1 per county	1 (no overnight)	50	1 hour
Cub Scout Resident Camp	11*	2 days	75	1½ hour
Webelos resident Camp	11*	3 days	100	2 hours
Boy Scout Camp	5*	6 days	200	4 hours
Venturing Base	2*	6 days	500	10 hours
Training Camp	5*	3 days	150	3 hours
Training Camp	3*	6 days	200	4 hours
Conference Center	3*	variable	200	4 hours
Family Camp	10*	variable	variable	variable
High Adventure /Specialty Camps	3*	6+days	Unlimited	Unlimited

**\*May be operated within or outside of Scout owned property and need not be a “separate” nor “program specific” property. Single properties could accommodate more than one programmatic operation.**

## Outdoor Program Area Website

The Outdoor Program Task Force strongly recommends the creation of an area-wide website. This website would serve as a key communication, education, and information sharing tool for many customers. **It is vital for the growth and success of our Area outdoor programs.**

The area-wide Outdoor Program website section must be easy to navigate, allowing the users to find basic information in a variety of formats, while also allowing a higher level of detailed information, if desired. It would serve as a clearinghouse of information for campers, parents, camp staff, volunteers, professional staff, and even prospective members.

Outdoor program website users could be able to search for outdoor program and training opportunities by a variety of easy methods including:

- 1) **Age** program: Cub Scout (Tiger to Webelos), Boy Scout, Venturer, others;
- 2) **Geography** (using a map of the area with counties represented); and
- 3) **Theme** (high adventure, weekend camping, resident camp or special program, camporee, etc.).

Users should be able to view information for all properties/resident camps including leader guides, maps, promotional videos, and user reviews. **Users will also be able to register and pay for these events online!**

Posting this information online would also allow prospective Scouts to see all that is available. Select social networking website(s), email and Twitter applications are potentially viable.

This site would answer specific questions, and have a search menu for outdoor programs across the area. This could include an **“ask the expert”** feature that would recommend experiences. When the user reaches a page (like Tiger Cub outdoor program opportunities) there should be a set of secondary links that include information such as: recommended items to bring to this type of event, learning opportunities, fundraising opportunities for camp, links to purchase camping equipment at scoutstuff.org, etc.

For all outdoor programs, there should be secondary links that explain how to **fill out a tour plan** (and the ability to download one), **identify certifications for an event**, and links to fulfill the prerequisites (for example: Safe Swim Defense, Safety Afloat, CPR, Paddle Craft Safety, BSA Swimming and water rescue, leave no trace, etc.).

Ideally, there would be a section specifically for leaders that includes a **“Where To Go Camping Guide” by county**, a spotlight of the month on special or highly rated programs in the area, how to promote outdoor activities to a unit, how the outdoor adventures benefit the Scouts and the ability to send questions to a specific resident camp director and have that routed to them.

The site could also incorporate social media to increase the flow of information. Users would have the ability to rate programs/facilities, communicate via threaded forums, and get updates from the programs. For example, during the resident camp season, camp directors could post messages to build the “buzz” or share what to bring, or talk about what is “happening” in the camp. Including a **shared calendar**, where each unit/Community Scouting District/Field Service Council/Area outdoor program teams could add their own dates, but all would have access to see the master calendar (like Google calendar). This calendar will give access to email links and PDF copies of unit/district/council/Area outdoor program flyers. **The site should also advocate the use of Quick Response (QR) codes on all area-wide printed materials that would link back to the outdoor program website.**

Other sections would include National BSA training, outdoor program links/opportunities, and a section on advancement in camp. There would also be a layer for camp leaders that would be the portal for shared resources, wants and needs, and information for prospective employees (job openings, NCS training schedule, and a place to post that one is looking for a job). This would contain a separate forum/communication system for sharing best practices and equipment redistribution opportunities.

**Our area-wide Outdoor Program Website Section could include:**

1. What camping does for my Scouts – part of the Scouting program
2. How to promote camping in your Troop
3. Where to go camping
4. Camp Leader Guides
5. Ask the expert – where should I go for “this type of” experience
6. National outdoor program links
7. Month by camp calendar of outdoor program opportunities with email links and pdf
8. Search engines and sorting by geographic, programs, themes
9. Spotlight of the month on special programs
10. Ability to send questions to camp director, program director
11. Advancement in camp
12. See resident camp sign ups, which weeks are open or full
13. Best practices sharing among camps
14. Sign up on line
15. Tour plan – how to fill out a tour plan
16. Clearinghouse for certifications
17. Float plan – how to make a float plan
18. Flyers
19. Fundraising opportunities
20. Links to purchase camping equipment
21. Maps
22. NCS Course schedule and opportunities – information – sign ups
23. Promo Videos
24. Quick Response (QR) Codes
25. Regional outdoor program links
26. Shared resources
27. Social Media communication with camp and campers
28. Training
29. Training available to support outdoor program – paddle craft safety – BSA swimming and water rescue – leave no trace, tec.
30. User Reviews
31. Wants and needs
32. What to bring to camp



## **Additional Recommendations of the Outdoor Program Task Force**

### **A. Cub Scout/Webelos Outdoor Program Recommendations**

- At the Cub Scout level emphasis should be given to earlier and more frequent den, family, and pack outdoor program opportunities under trained leadership focusing on age-appropriate activities. (Too many new Tiger Cubs are recruited in the beginning of the school year and barely experience any real outdoor adventure / fun until summer time.)
- Each level of the Cub Scouting program needs a “new menu” of outdoor activities for their age group. Plus family opportunities. Plus den opportunities. Plus Pack opportunities. The area-wide outdoor program website would provide outdoor program locations and ideas for Cub Scout leaders to choose from within each county.
- The OPTF recommends more area-wide day camp and resident camp opportunities than we currently provide if we are to recruit and retain more youth, leaders and families of Cub Scout age. (And hence future Boy Scouts and Venturers!)
- Webelos need to spend more time with Boy Scout Troops. If BSA continues with a two tier Webelos program, then the nine and ten year olds need specialized, well-planned outdoor adventures with Boy Scout Troops. Keys to this are strong, creative, powerful Troop outings geared for Webelos and parents. We need to show them our best!
- Cub Scout / Webelos need at least ten outdoor programs and one long term camp per program age. Our expectation is for Gold level of Journey to Excellence (JTE) at the Unit, District, and Area levels. We can promote this by providing a long menu of choices. And rewarding packs for doing so.

### **B. Boy Scout Outdoor Program Recommendations**

- The area-wide Outdoor Adventure Committee and staff should establish a “creative menu” of year round Unit, District and area-wide outdoor programs. The area-wide Outdoor Program website should be a driving force for this.
- Encourage Troops to annually achieve Gold Level of Journey to Excellence (JTE) for monthly and long term adventures. (Reward them for doing so!)
- Create a “Best in America” – “wiki-camping” site to support camporees (and other outdoor program activities).
- Create bi-annual area-wide Boy Scout outdoor event(s).
- Provide online opportunities for weak and strong units to collaborate on outdoor programs. (This resource specifically supports Scoutreach units.)

## C. Venturing Outdoor Program Recommendations

- In addition to the Boy Scout recommendations (which are equally applicable to Area Venturing programs), Venturing Outdoor programs should occur early and often and provide real opportunities for youth and adults to enjoy Scouting together.
- The new Area organizational structure should support Venturing specific outdoor program and facilities – not just Boy Scout Troop or camp leftovers.
- Crews need to have specific resources available if they are to achieve Gold Level of Journey to Excellence (JTE) for outdoor program and adventure. They should be rewarded for doing so.

### **Lastly, the Outdoor Program Task Force Recommends:**

- **All Unit, Field Service Council, and Area outdoor programs will meet the Six Foundation Traits.**
- An area-wide Outdoor Program team (and its National BSA camp certification teams) will need to meet periodically with each program/property to conduct short and long term planning to meet the Six Foundation Traits.
- The area-wide Outdoor Adventure Committee should provide specific property/program recommendations to better expand, reduce, or re-direct area properties in response to the expanded Cub Scout outdoor program model and better address the refined Boy Scout outdoor program model. This group will recommend area-wide Venturing properties and area-wide training properties. A special team of National BSA and area-wide outdoor program “experts” will create a new long range plan for all current properties.
- Creation of an extensive, user friendly, area-wide outdoor program website.



***CROSSROADS***  
***RECOMMENDATION***  
**“Unit Focused Scouting”**

**Appendix 4**

**Endowment**



## ENDOWMENTS

### **Background**

Each of the existing local councils has an endowment fund that has accumulated gifts and may include undistributed earnings or appreciation throughout the years. These funds may include the following types of donor contributions.

### **Permanently Restricted**

Donor Restricted – Contributions received for specific projects, activities, properties, or for general operations of the councils.

### **Temporarily Restricted**

Board Designated – funds set aside for specific projects, activities, properties, or general operations.

### **Unrestricted Funds**

Funds that were not restricted by donors or unrealized appreciation on investments.

### **Position**

Although some contributions to a local council endowment fund vary or may not be permanently restricted, the Area Project will honor all permanently restricted funds and honor the donor intent to provide future income to the local Scouting programs in the area the funds were given.

If restrictions were imposed by the donor at the time endowment funds were donated then those restrictions will be honored. For example, if the restriction was to support Scouting in a specific community or county that restriction will be honored through the annual budgeting process. Proceeds from current unrestricted endowment funds will be determined by the area-wide Executive Board with representation from each of the Field Service Councils with strong consideration for past fiscal practices and allocated through the annual budgeting process to the benefit of the Field Service Council from which it originated.

Future gifts to any endowment funds in the area would be subject to the gift acceptance policy as established by the Executive Board of the area-wide organization.

Management and accounting for these endowment funds will be the responsibility of the investment committee of the area-wide organization. Each field service council will receive an annual statement regarding the activities of their respective funds.

The area-wide organization may start additional designated funds as well as undesignated funds that would benefit all of the field service councils such as Eagle Scout scholarships, camperships, property maintenance funds, or others as deemed appropriate.



***CROSSROADS***  
***RECOMMENDATION***  
**“Unit Focused Scouting”**

**Appendix 5**

**Marketing and  
Communications**



## **MARKETING AND COMMUNICATIONS**

### **Introduction**

The Area Project Communications & Marketing Task Force was charged with developing a communications and marketing strategy that will serve Scouts, Scouters, and Scouting into the next century. The structural model of Area 2 moving forward calls for strong central administration at the Area level and strong implementation at the service center level; the plan below reflects these requirements.

The implementation plan serves as a repository for many ideas that date back to the earliest brainstorming “dream lists” generated at the outset of the Area Project planning process.

The implementation plan includes the following functions:

- Communications—Internal and external components
- Marketing—Function carried out largely at the Area level
- Public Relations—Functions carried out largely at the unit or service center level

In the plan, each of these components contribute to the success of the Marketing and Communications operation:

- Plan—The overall goal or intent of the function
- Strategies—Ways to attain goal
- Metrics—Ways to measure success

Finally, the plan will include the following standalone documents:

- Marketing matrix—An inclusive database of all media outlets within the Area organized by service center, calendar of events, and service offering.
- Crisis management plan—A general plan in the event of event or occurrence—good or bad—that garners considerable media attention.

Area Project  
Communications & Marketing Task Force  
Implementation Plan

# THE MARKETING/COMMUNICATIONS PLAN

## I. Introduction

The Area 2 Project Communications & Marketing Task Force was charged with developing a communications and marketing strategy that will serve Scouts, Scouters, and Scouting into the next century.

In addition to criteria devised by the Strategic Planning Committee and Area 2 Project planners, the Communications and Marketing Task Force also included other criteria for reference and guidance. Any effective communications and marketing plan must meet these criteria:

- Advance and enhance the BSA brand including the “Prepared For Life” campaign.
- Attract and retain Scouts and adult volunteers

Furthermore, the task force feels strongly that good communications and marketing—and good Scouting—happens most effectively at the local level. Therefore, this plan places high emphasis on active communications and marketing at the unit and district level.

A communications plan designed to fit an area as large and as diverse as Area 2 must also be flexible. Its tenets need to work in urban and rural communities, in geographically dense areas as well as the more sparsely populated areas of the state, in places where outdoor activities abound and in city centers, in markets where media compete and overlap, and in markets with few media outlets.

Finally, the marketing and communications structure of a successful Area 2 must facilitate the flow of information up, down, and across the organization. Brand standards must extend from the Area level down to individual unit communications; questions and input from the units must flow up to resources available at the Area level; best practices must circulate between units and service centers.

This communications and marketing plan is designed to accomplish these goals.

## II. Definitions and Assumptions

- A. Definitions:
  - **Communications** – Providing information to members and nonmembers about activities and happenings in the various levels of Scouting to encourage participation. Examples include newsletters, Facebook, etc. and other ways we tell our own story.

- **Marketing** – The process of telling the community what Scouting has to offer youth in order to encourage membership and support in the program. Examples include advertising, whether paid, traded, sponsored, or through other means. In Area 2, marketing is driven primarily at the Area level.
  - **Public Relations** – The process of telling the community what Scouting has to offer youth in order to encourage membership and support in the program. Examples are traditional external media (print, broadcast, etc.) in which other people tell our story for us. In Area 2, public relations are driven primarily at the community or unit level.
- B. Assumptions:
- Area 2 will fund and sustain a minimum of one full-time equivalent (FTE) position at the Area level or contract with an agency of record to provide similar services. This position or agent will be titled and will serve as “Area 2 Marketing and Communications Director” or equivalent. The effectiveness of this individual will depend on the degree to which the Area’s internal and external marketing structure is in place and operational. Incorporate into volunteer structure at the service provision level at least one marketing/communications position. At both the Area and service provision levels, marketing personnel (paid or volunteer) will need to work in concert with fundraising personnel.
  - At the unit level, most marketing and communications functions will be carried out by Scouts and adult volunteers; therefore, volunteer recruitment and retention is a self-supporting function of this plan.
  - Volunteer training is essential to attract and retain qualified adult volunteers; in addition,
  - Shared services and resources benefit all involved; therefore, this plan relies heavily on shared services and resources.
  - Technology is and will remain an integral function of a successful Scouting program in Area 2; thus, this plan relies heavily on technology and assumes the Area will allocate necessary resources to maintain adequate services.

### **III. Communications**

#### **a. Plan**

- Many elements of the Area 2 communications plan have been described in the context of public relations and marketing. Some remaining strategies include:



**b. Strategies**

- Maintain a single point of contact for internal use by units or field service centers – a “hotline” approach.
  - E-mail
  - Instant message
  - Toll-free number (e.g. 800-61-SCOUT used by Lake Huron Area Council)
  - Live online “chat” troubleshooting
  
- Develop and maintain an efficient communications mechanism for internal and external communications.

**c. Metrics**

- Ways to measure success including :
  - tracking frequency audience, key messages, consistency, and adherence to plan
  - Internal surveys (e.g., Survey Monkey)

**Marketing**

**a. Plan**

In its broadest sense, marketing is an umbrella term that encompasses public relations and communications, both internal and external to the organization. Internally, we market our services to our member Scouts, units, volunteers, and staff. External marketing, different from public relations, involves proactive and concerted brand development and advertising. Examples can include posters, billboards, print advertisements or public service announcements, web pages, social media presence (Facebook, Twitter, etc.), broadcast message, and expressions in other media.

**b. Strategies – External Marketing**

- Develop and maintain an Area-wide media matrix (see VII below) that includes contact and deadline information for all print and broadcast media within Area 2. The list can be divided by geographical area, population base (metro markets), or by other means.
- Develop and maintain a robust external web presence. This web presence may follow national web platform, with local customization possible.
- Use external web site extensively for marketing Area 2:
  - Online camp registration for non-Scout entities
  - Maintain speakers bureau with staff and volunteer Scout experts
  - Advertise jobs within Area 2
  - Invite Eagle project suggestions from the community
  - Develop a “Wall of Fame” to share good deeds
- Provide training and resources at the Area level for units to implement their own marketing strategies; provide Area-level oversight to ensure brand adherence and compliance with broader marketing objectives.

- Messaging needs to be consistent with BSA national brand standards as well as Area 2 brand standards

**c. Strategies – Internal Marketing**

- Develop and maintain robust Intranet web presence.
- Use online Intranet extensively
  - Promote online camp registration for Scout units.
  - Develop repositories of needs and surplus property, an Area 2-specific version of craigslist.org.
  - Develop interactive content for every branch of Scouting in Area 2 – Boy Scouts, Cubs, Venturing, Sea Scouts, Exploring, etc.
  - Develop a robust directory of outdoor program activities and opportunities.
  - Maintain Area-wide database of training opportunities.
  - Provide templates for unit marketing and PR (press releases, fliers, posters, etc.). These templates may come from National, which already has Web-based resources in development.
  - Provide media contact spreadsheet.
  - Provide maps of relevant Area 2 properties and facilities
  - Include an online suggestion box.
  - Develop an interactive (but moderated) interface for sharing best practices.
  - Publish lists of Eagle service project ideas and project needs.
- Develop top-down messaging network.
- Encourage and facilitate marketing, communications and PR at the unit level.
- Use internal marketing to promote Journalism and Communications merit badges.
- Promote and encourage use of unit scribes to fulfill marketing objectives.

**d. Metrics**

- Web use metrics
- Cost per impression

**IV. Public Relations**

**a. Plan**

Public relations are, in effect, the means by which we share our story with the community at large. Sharing our story with the community at large can run counter to the modesty inherent in the heart of Scouting, so we encourage Scouts to do a good turn daily and not be recognized for it, because it's the right thing to do. At the same time, we believe it is paramount that we remind our communities frequently and loudly the benefits of having Scouts in their midst.

**b. Strategies**

- Create marketing and PR handbooks for all local units across the Scouting spectrum in Area 2.
- Maintain the local identity and presence of Scout units within their communities.
- Keep the BSA brand in front of local communities.
- Mandate a PR chair (volunteer) at the community level, whatever it is called (service center, field service center, etc.), and establish a succession plan.
- Develop a social media plan that units or community service centers can follow.

**c. Metrics**

- Clipping service
- Other?

**V. Crisis Management Plan**

Area needs to develop a plan with at least 10 relatively likely scenarios and how to react to each.

- National assistance
- School districts
- Health care system
- General Motors
- Area executive is designated spokesman for area
- Identify likely scenarios
- Not TOO specific!

**VI. Communications Matrix**

- Task force member Tom Wickham is developing this separately.



***CROSSROADS***  
***RECOMMENDATION***  
“Unit Focused Scouting”

**Appendix 6**

**Boundaries**



## **BOUNDARIES TASK FORCE**

### ***Guiding Principles - Districts***

- **9,000 – TAY per USE <sup>1</sup>**
  - 75% of national standard of 12,000 TAY allowing for growth\*
  - Larger TAY = 2 or more USE's per District
- **No more than 4 Counties**
  - Geographically flexible - urban, suburban, town, rural\*
- **Minimum of 1 economic center**
  - County center = fundraising capacity and manpower availability
  - Do not split economic center
- **School districts, athletic conferences**
  - Sense of community; do not split

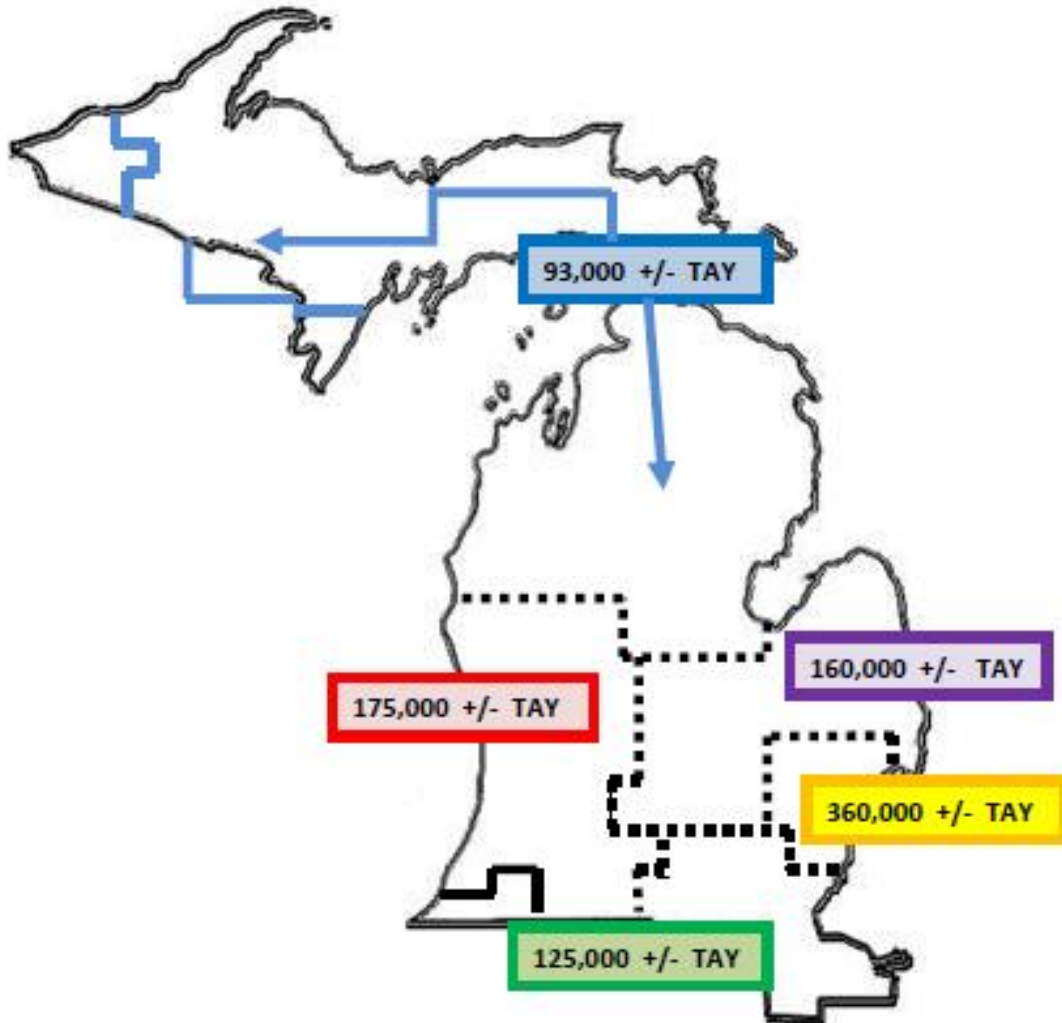


## **BOUNDARIES TASK FORCE**

### ***Guiding Principles – “Councils”***

- **10 Districts +/- per “Council”**
  - Efficiency/effectiveness
  - Economy of scale
  - Redirected savings from consolidation
  - Broad economic base
  - Fundraising capacity
  - Span of control
  - Sense of unity
  - Minimum numbers
    - 90,000 TAY/Council





**Note:** Dotted lines indicate flexibility in establishing boundaries both now and in the future. This is done to allow for adjustments in population, demographics, and economic changes that can reasonably be expected over the next 100 years. **Actual lines for implementation purposes will be determined by the Transition Board comprised predominantly of the 11 current Council Presidents and 11 current Council Commissioners or their designees.**



***CROSSROADS***  
***RECOMMENDATION***  
“Unit Focused Scouting”

**Appendix 7**

**Transition Board**

# **AREA PROJECT TRANSITION EXECUTIVE BOARD**

(Appointed by Central Region President, Steve King)

## **Composition:**

- 11 Area 2 current Council Presidents (or designee)
- 11 Area 2 current Council Commissioners (or designee)
- Area 2 President, Craig Younkman
- Area 2 Commissioner, Dick Northrup
- Area 2 Immediate Past President, Mike Yost

**Note:** Those Councils that vote to not endorse the Crossroads Recommendation and that do not authorize a Council vote on September 15, 2011 or whose membership rejects the recommendation on November 1 will be removed from the Transition Executive Board.

## **Non-voting Members**

(Volunteer & Professional Resources and Support to provide research, explore options, & offer recommendations as requested by the Transition Board):

- Ed Hansen, General Chair, Area Project
- Matt Thornton, Area 2 Director
- Jim Chandler, Project Director, Area Project
- Delci Organ, National Project Manager
- Steve Montgomery, Local Project Manager
- Current Area Project Chairs & Task Forces
- Steve Harris & Tom Boven, Legal Counsel

## **Transition Board Initial Responsibilities (examples not all inclusive):**

- Transition and phased implementation of Crossroads Recommendation;
- Ratify recommended staff structures;
- Endowment;
- Plan 2013 camping operations (based on the Outdoor Program Task Force Recommendations);  
-2012 camping operations as currently planned
- Serve as the Nominating Committee to create the new entity Executive Board;
- Other responsibilities as determined.

**Note:** The Transition Board will sunset with the election of the new entity Executive Board.





***CROSSROADS***  
***RECOMMENDATION***  
“Unit Focused Scouting”

**Appendix 8**

**National Support**

# **NATIONAL SUPPORT**

The National Council BSA is supporting the Area 2 Project and the *Crossroads Recommendation* in a number of critical areas. While the Area 2 Project Task Force was charged with creating the design for the ideal structure, our second phase – Delivering the Dream – requires that we rely heavily on National resources during the voting process and transition to the new organization.

## **Project Management**

We have committed to a change process that is complex, multi-faceted and involves a large number of people and groups working together to a common purpose. National BSA has contracted with a professional project manager to bring an organized, systematic and disciplined project management methodology to the Area Project. The National Project Manager will work with a local Project/Process Manager to ensure that we have a good plan, execute well, and learn from each step of the process to make the transition and implementation of the *Crossroads Recommendation* successful.

## **Marketing**

In order to implement the Crossroads Recommendations, all eleven councils of Area 2 will vote to approve the consolidation into a single new entity, and form the five Field Service Councils. National Marketing will assist in the effort to communicate and raise awareness of the issues involved, and create a focus on the importance of approving the ballot proposals. They have created strategic messages and themes for communications materials, and identified target audiences and influencers critical to the voting process. Deliverables of the marketing effort will include:

- Volunteer Testimonial DVD
- Webinars
- Internet website enhancements
- Direct Mailings
- Email Blasts
- FAQ Sheets
- Presentation Templates

In addition, marketing staff will assist in reactive communications to media inquiries as needed.

## **National Supply**

National Supply has recently completed a study of optimal locations for Scout Shops in Michigan and Toledo, resulting in specific recommendations that consider expected sales volume, traffic patterns, and easy accessibility to customers. They propose a new model for Scout Shops, in storefront locations, with improved image and marketing for the Scouting brand, and would include a service counter for routine transactions such as advancement reports, tour permits, and form pick-up and delivery.

## **Legal**

Creation and setup of the new organization as well as the mechanics of the voting process in all councils, is being actively supported by National Legal resources. Appropriate meeting notices, resolutions to allow absentee ballots, and the specific ballot language will be used uniformly in all councils in Area 2 and conform to all Michigan and Ohio statutes.

## **Human Resources**

The *Crossroads Recommendation* proposes significant changes in career path issues for our professional staff that allow greater longevity at a career step, with commensurate benefits from consistent and stable relationships in their community. National Human Resources staff is supporting these issues with new job descriptions and compensation studies to allow more flexibility and options for long term employees.



***CROSSROADS***  
***RECOMMENDATION***  
“Unit Focused Scouting”

**Appendix 9**

**Compare & Contrast**



# ***CROSSROADS RECOMMENDATION***

## **Compare and Contrast**

<b><u>Topic</u></b>	<b><u>Current Structure</u></b>	<b><u>Unit Focused Scouting</u></b>
<b>Unit Focus</b>	Current ratio of over 13,000 total available youth per USE across Area 2. Fewer USE's have led to declining market share and loss in membership.	Sets base objective of 9000 Total Available Youth per USE to improve service and growth.
<b>Boundaries</b>	Eleven councils with fixed boundaries.	Five Field Service Councils with flexible boundaries.
<b>Local Presence</b>	Councils maintain strong presence in local communities.	Field Services maintain strong presence in local communities. Increased number of USE's engenders local engagement of community leaders.
<b>Camps</b>	Councils own, operate, and maintain council camps.	Area owns camps. Area operates and maintains camps in support of local program. Camp specialization could lead to better utilization. Volunteers continue engagement in maintenance/operation.
<b>Outdoor Program Quality</b>	Area has no authority to enforce quality standards.	Area takes input through volunteer boards and enforces standards and changes directly.
<b>Governance</b>	All Councils are legal entities.	Only the Area is a legal entity.
<b>Boards</b>	Each council has an Executive Board with fiduciary responsibility.	Area has an Executive Board with fiduciary responsibility and representation from Field Service Community Boards.
<b>Accountability and Representation</b>	Councils guided with strong volunteer structure.	Area guided by strong volunteer structure with representation from Field Service Community Boards and Committees.
<b>Endowment</b>	Councils responsible for all endowment funds.	Area responsible for all endowment funds. Segmented funds can be set up to support local community gifts and donor requirements. All donor restrictions will be honored.
<b>Scout Shops</b>	Council option.	Recommend all Scout Shops under National management strategically located throughout Area.



<b><u>Topic</u></b>	<b><u>Current Structure</u></b>	<b><u>Unit Focused Scouting</u></b>
<b>Finance and Budgets</b>	Councils responsible for all financial decisions, budgets, asset management and audit processes.	Area responsible for all financial decisions, asset management and audit processes. Field Service Councils have local budget accountability.
<b>Fundraising</b>	Councils responsible for all fundraising.	Area responsible for major events and product sale planning. Field Service Councils and Districts run local FOS and product sales.
<b>Area Support: Cash Flow</b>	Cash flow to each council.	Cash flows to the Area directly. Field Service Council supported via an approved annual budget.
<b>Administration and Operations</b>	Council function.	Area responsible for all Administrative operations, Finance, Camps, Asset Management, and Development.
<b>Technology</b>	Council function.	Area responsible for common technology platforms (could be outsourced).
<b>Risk Management</b>	Council function.	Area function.
<b>Support to Councils, Field Services, Districts</b>	Council has responsibility for all Program, Outdoor Adventure, Finance, Membership.	Area acts directly in support of Field Service Councils with specialist positions.
<b>Volunteer Manpower</b>	Each Council recruits and trains volunteer members at local level.	Field Service Councils recruit and train volunteer members at local level.
<b>Commissioner Staff</b>	Commissioner staff support unit service.	No change from the current model.
<b>Professional Manpower</b>	Commissioned professionals are used to provide unit service (determined by each Council).	Part-time and Para-professionals are used to supplement USE's to provide better unit service and enable sales function for unit growth (determined by Area).
<b>Professional Development</b>	Councils direct hire and develop staff from within. Promotions at executive level are "up and out".	Area has a central human resources function to enable job search, hiring process and professional development. Promotions and skill level advancement considered from an area wide perspective.
<b>Marketing</b>	Councils support marketing and communications through local volunteers.	Area staffs or outsources professional marketing/ communications assistance – supplements local support.
<b>District Operations</b>	Districts have multiple tasks to perform, some of which are not related to unit support.	Unit support and new unit growth are primary functions of the District.



***CROSSROADS***  
***RECOMMENDATION***  
“Unit Focused Scouting”

**Appendix 10**

**Glossary of Terms**



# ***CROSSROADS RECOMMENDATION***

## **"Unit Focused Scouting"**

### **GLOSSARY OF TERMS**

<b>BSA</b> -	Boy Scouts of America
<b>CSD or CSDs</b> -	Community Scouting District or Community Scouting Districts
<b>CSDC</b> -	Community Scouting District Commissioner
<b>CSDCH</b> -	Community Scouting District Chair
<b>FSC</b> -	Field Service Council
<b>FSCC</b> -	Field Service Council Commissioner
<b>FSCCB</b> -	Field Service Council Community Board
<b>FSCE</b> -	Field Service Council Executive
<b>FSM</b> -	Field Service Manager
<b>LFL</b> -	Learning For Life
<b>OA</b> -	Order of the Arrow
<b>UNIT</b> -	Collective BSA term which includes: Cub Packs, Scout Troops, Explorer Posts, Venture Crews, Ships, etc.
<b>USE or USEs</b> -	Unit Serving Executive or Unit Serving Executives





***CROSSROADS***  
***RECOMMENDATION***  
“Unit Focused Scouting”

**Appendix 11**

**Area Project  
Members**



# ***AREA PROJECT MEMBERS***

## **Strategic Planning Committee**

Frank Burke	Chief Okemos
Jim Chandler	Project Director
Joe Diederich	Great Sauk Trail
Ron Garrison	Great Sauk Trail
Ed Hansen	Great Lakes
Don Miller	Hiawathaland
Tom Newvine	Tall Pine
Dick Northrup	Great Sauk Trail
John Reesor	Great Lakes
Bill Reisdorph	Great Sauk Trail
Don Taylor	Lake Huron Area
Matt Thornton	Area 2 Director
Harry Wagner	Tall Pine

### **Administration Task Force**

Gary Beem	Blue Water
Paul Covert	Chief Okemos
Karl Edelmann	Great Sauk Trail
Jim Hanes	Scenic Trails
Dave Harrison	Lake Huron Area
Dan Hogan	Scenic Trails
Dewey Jones	Hiawathaland
Chris McKinney	Gerald R Ford
Roy More	Great Sauk Trail
Brian Nastase	Lake Huron Area
Ed Newman	Tall Pine
Bob Thompson	Erie Shores
Jim VanderRoest	Southwest Michigan

### **Boundaries Task Force**

Jason Allen	Scenic Trails
Pete Cangemi	Blue Water
Jim Chandler	Area Project Director
Win Cooper	Tall Pine
Dave Every	Great Lakes
Steve Harsh	Chief Okemos
Dan Kozakiewicz	Lake Huron Area
Ray Marshall	Southwest Michigan
Tony McLain	Hiawathaland
Mike Melinn	Gerald R Ford
Dick Northrup	Great Sauk Trail
Pat Parker	Scenic Trails
Dick Reynolds	Erie Shores
Larry Tomlinson	Scenic Trails

Mike Yost	Great Sauk Trail
Craig Younkman	Lake Huron Area

### **Communications/Marketing Task Force**

Brad Bowersox	Great Sauk Trail
Gary Corrigan	Erie Shores
Steve Downs	Blue Water
Michael Maasberg	Scenic Trails
Mike Parmer	Lake Huron Area
Rick VanGrouw	Gerald R Ford
Tom Wickham	Tall Pine
Craig Woerpel	Hiawathaland

### **Finance and Fundraising Task Force**

Don Autio	Hiawathaland
Jim Brozzo	Lake Huron Area
Mike Chaffee	Tall Pine
Charlie Crone	Great Sauk Trail
Gene Dillenbeck	Southwest Michigan
Brian Downs	Gerald R Ford
Bernie Gerber	Great Lakes
Lamonte Lator	Chief Okemos
Brent Lochbihler	Erie Shores
Bruce McClintick	Lake Huron Area
Paul Schwartz	Blue Water
Tom Trainor	Great Lakes

### **Legal Task Force**

Tom Boven	Gerald R Ford
John Hallacy	Southwest Michigan
Gary Harden	Erie Shores
Steve Harris	Great Lakes
Garnet Sherman	Lake Huron Area
Ruth Watry	Hiawathaland
Mike Whaling	Blue Water
Bruce Young	Gerald R Ford

### **Outdoor Program Task Force**

Ray Davis	Southwest Michigan
Bill Davis	Hiawathaland
Dan Deverell	Great Sauk Trail
Mike Ennis	Scenic Trails
Lonnie Herrington	Gerald R Ford
Jason Kasiorek	Gerald R Ford
Russ Kolski	Gerald R Ford
James McClelland	Great Sauk Trail
Steve McPherson	Blue Water
Jim Murphy	Lake Huron Area
Jeff Neal	Great Sauk Trail
Dave Nussdorfer	Chief Okemos
John Raducha	Lake Huron Area
Mike Sulgrove	Gerald R Ford
Michael Thorp	Tall Pine
Jim Whitehead	Erie Shores
Chuck Williams	Great Lakes

## **Staff and Volunteer Structure Task Force**

Daniel Bettison	Chief Okemos
Brent Bomer	Erie Shores
Kevin Borden	Southwest Michigan
Dan Busby	Southwest Michigan
Jack Chandler	Great Lakes
Earl DesJardins	Blue Water
Bill Ewing	Scenic Trails
Rachel Kasper	Southwest Michigan
George Montgomery	Hiawathaland
John Racine	Tall Pine
Joyce Seals	Lake Huron Area
Ed Smietana	Southwest Michigan
Dick Stilwill	Chief Okemos
Tom Wheeler	Gerald R Ford