

Churchill Plan

Proposed New Territory Structure and Council Standards

October 6, 2020

1:00 pm – 4:00 pm central time



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Today's Format

- 1:00 - *Gathering*
- 1:05 - *Welcome/share vision & why these Churchill initiatives*
 - *David Rumbarger*
- 1:20 - *Present proposed territories and standards*
 - *David Rumbarger and Patrick Sterrett*
- 2:20 - *Region breakouts for further discussion / Q&A*
- 3:25 - *A few words from Roger Mosby*
- 3:35 - *Importance of Volunteers*
 - *Rumbarger*
- 3:45 - *Survey, thanks to committee*
 - *Sterrett*
- 3:50 - *Timeline from here*
 - *Rumbarger*
- 3:55 - *Reminder of why and adjourn*
 - *Sterrett*



The Process

- **65 + Volunteers and Professionals from all over the BSA**
- **Representing Councils, Areas and Regions**
- **Operated under a Charter for *Council Standards & New Territory Structure***
- **7 different committees met independently over the past 8 weeks to develop recommendations for each sub-group**

Importance of Initiative

- **Streamline volunteer & staff structure to reflect BSA current membership and size**
- **Better serve and support our local councils to increase success**
- **Budgetary impact**
- **Improve sharing of council best practices to improve consistency**
- **Establish more mutual and direct accountability (National to Council; Council to National)**





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Proposed New Territories

David Rumbarger



Proposed New Territories Charter

- **To replace the Area and Regions with one intermediate organization between local councils and the National Council**
- **The intermediate organizations role is to coach and partner with councils to help them become more effective and sustainable; role is also to connect councils to the National services**
- **The sub-committee working on the new territories had three areas of focus:**
 - 1. Purpose and Function**
 - 2. Territory Alignment**
 - 3. Territory Structure**



Purpose and Function Subgroup

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Purpose & Function Subgroup Objectives

The PURPOSE & FUNCTION of the National Service Territory is to help councils succeed.

- **Mutually identify topics and processes through which national service territory teams can assist**
- **Create appropriate flow of communication and interaction**

The focus on how to ensure success translates into:

- **Leveraging volunteer skills and readiness to an optimum extent**
- **Developing consistent yet adaptable collaborative processes**
- **Building the capacity and community spirit of the territory team and its councils**



Guiding principles for the purpose and function of a National Service Territory

- **The ultimate and most important customer is the Scout.** To support the Scout, priority must be given to supporting the unit through the council.
- Among many functions, the National Service Territories are a listening body. Communication needs to be multi-directional, matrixed and not just top-down. Each party should have voice. Listening is more important than telling.
- Communication paths should allow for “one-stop shopping” – i.e., easy access to a designated personal contact for receiving help.
- As much focus should go to the processes as to the content of help and oversight to be provided. Up-to-date technology should be leveraged.
- Silos should be transformed into collaborative networks so that best practices and resources can be shared and systemic issues can be identified and addressed.



How do we show the ideal purpose and function of the territory teams

1. “WAYS TO SUPPORT COUNCILS” MATRIX

- Showing the types of support to be provided and the types of interactions that could be used to provide that help
- Informing the development of organizational charts (not with one-person-per-task expectation but to be sure all tasks and interactions are covered)
- Allowing for follow-up review to ensure coverage as territories evolve

2. “COMMUNICATION FLOW” DIAGRAM

- Showing how groups interact
- Showing directions of interaction



WAYS TO SUPPORT COUNCILS

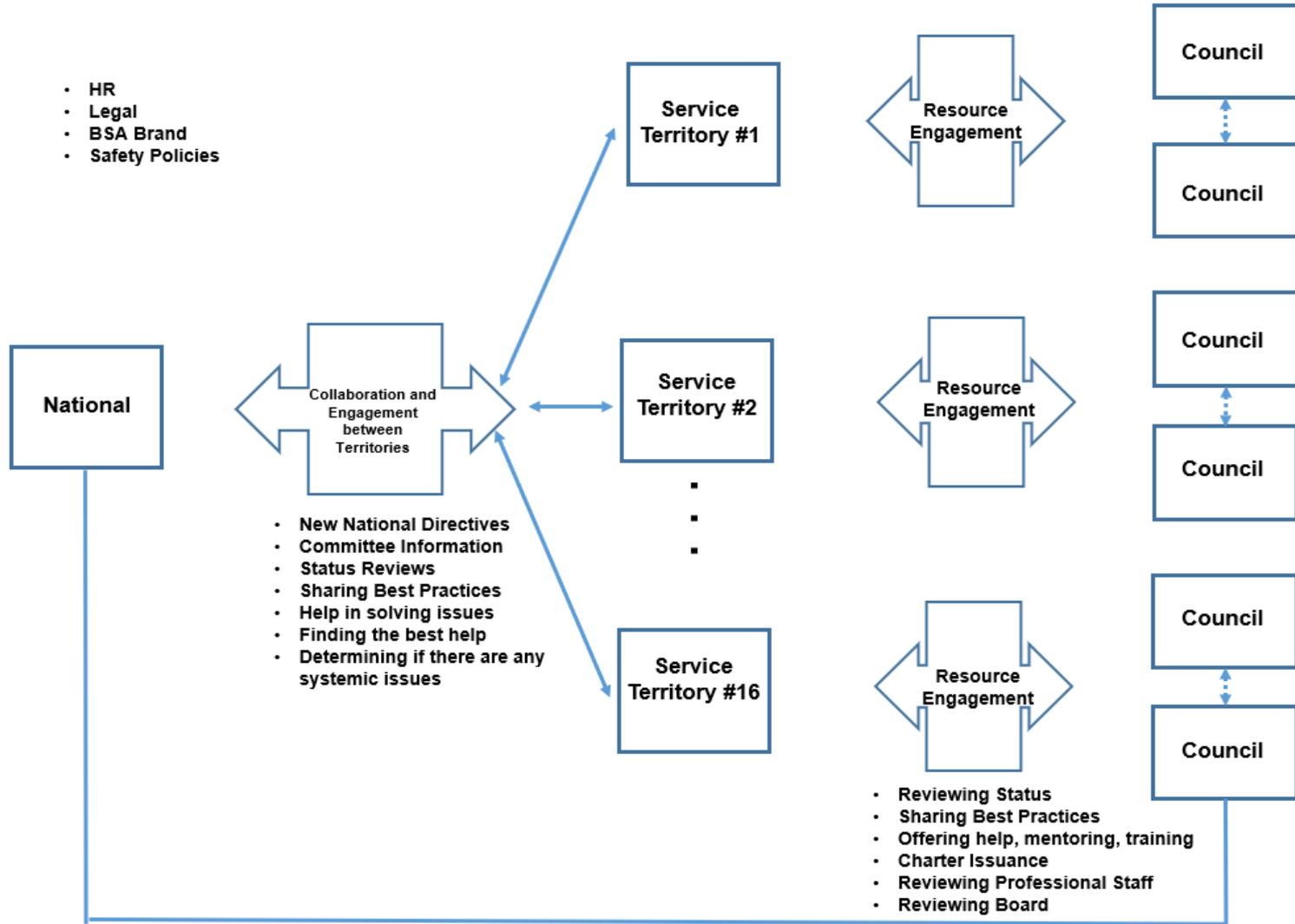
This matrix is designed to show the kinds of support Territories can give to Councils and the kinds of interactions through which they can deliver that support.

Each cell should not be interpreted as representing a Territory Position on the Org Chart. Position holders may provide help on several topics listed.

PURPOSE	COUNCIL SUPPORT																						COUNCIL OVERSIGHT					COLLABORATION					
	Strengthening Units													Council Operations									Authority/Accountability										
TYPES OF SUPPORT	Commissioner Service	Membership Recruitment	Diversity and Inclusion re Membership	Outreach to Young Adults and Alumni	Registration and Re-Charter	Establishing New Units	Safety/Youth Protection	Unit Volunteer Training	Youth Leader Training	Advancement	Camping and Outdoor Program	Community Service	Fundraising & Finances	Chartered Partner Roles	Diversity/Inclusion of Board and Staff	Board Development	Strategic Planning	Governance	Council Volunteer/Profess. Training	Inclusive Community Outreach & Collaboration	Fund Development	Endowment & Investment	Financial Management	Marketing	Camps & NCAP	Property Management	Scout Exec Performance	Governance	NCAP Assessment/Authorization	Standards Attainment	Council Progress Review	Charter Continuation	
FUNCTION																																	
TYPES OF INTERACTION																																	
Data Presentation (Real-Time Dashboard)	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	P	V	V	Bd	Bd	Bd	
Information Updates	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	P	V	V	Bd	Bd	Bd
Coaching	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	P	V	V	Bd	Bd	Bd
Mentoring	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	P	V	V	Bd	Bd	Bd
Building Networks	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	P	V	V	Bd	Bd	Bd
Sharing Best Practices	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	P	V	V	Bd	Bd	Bd
Scheduled Conversations	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	P	V	V	Bd	Bd	Bd
Triage Intervention	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	P	V	V	Bd	Bd	Bd
Executive-Style Meetings	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	-	V	V	Bd	Bd	Bd
Conferences & Big Events	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	-	V	V	-	-	Bd
Written Reports	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	P	Bd	Bd	Bd	Bd	Bd



COMMUNICATION FLOW



Territory Alignment Subgroup

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Territory Alignment Objectives

- **To create the most efficient geographic territories that will enable volunteers and staff to provide the highest level of support and service to our local councils - ONE LAYER OF VOLUNTEER STRUCTURE**
- **To provide resources to help build high performing councils within each territory**
- **To adhere to the New Territory Structure Charter Guidelines as recommended by the Churchill Committee and the NEC**



Scope of the Territory Alignment Subgroup

- **Create 16 National Service Territories**
- **Recommend an appropriate staff to council ratio to support the new structure**
- **Develop and define the purpose and essential functions of the “Lighthouse Council” concept**



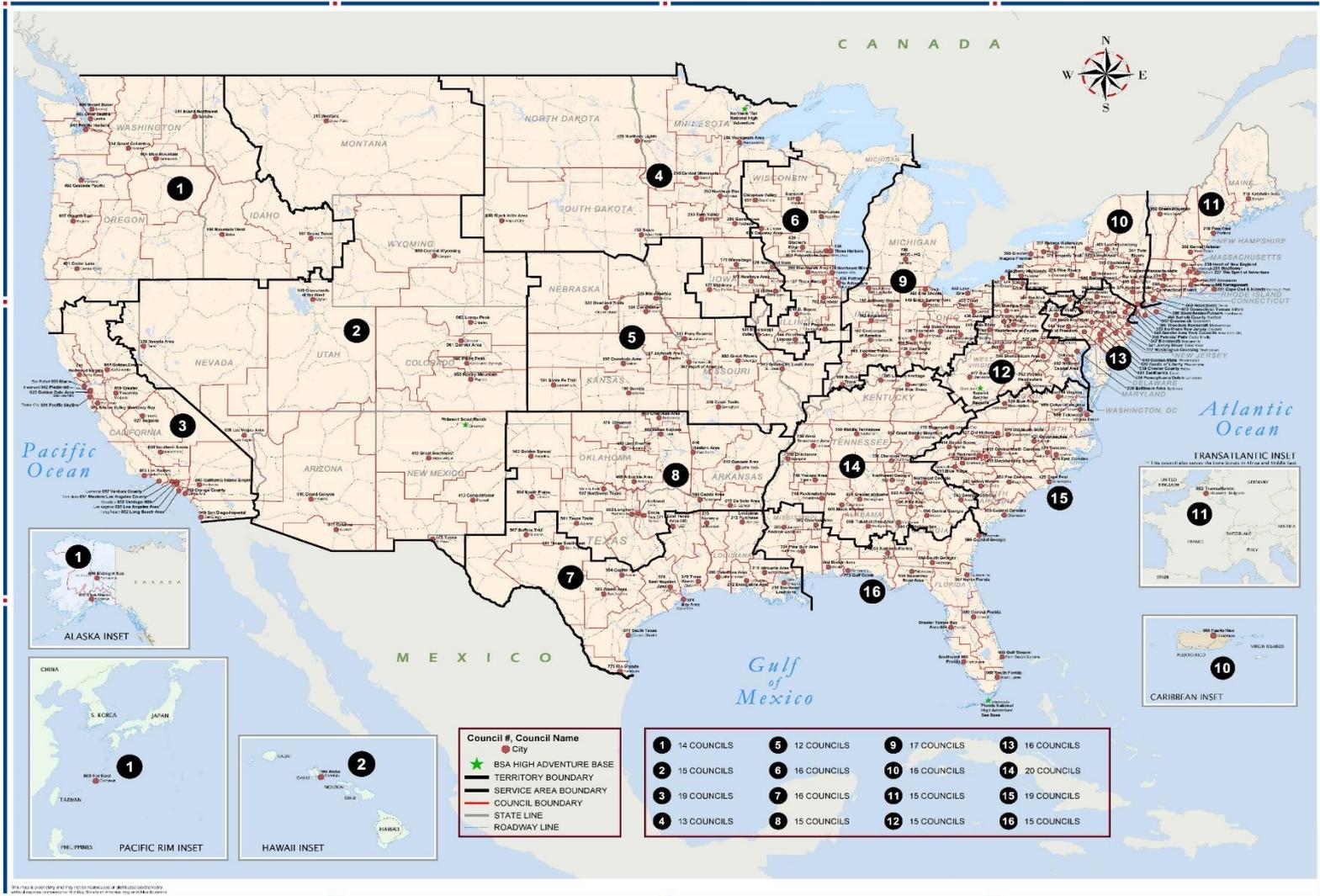
Key Considerations

Territory Alignment Subgroup

- **Respect of council cultures and its volunteers**
- **Natural geographical territories, state boundaries and communities**
- **Business commerce, travel and highway patterns**
- **Total Available Youth, market share, cultural diversity and future growth trends**
- **Existing Youth Membership, registered adults and staffing ratios**
- **To create a structure to optimize the level of service and support to local councils**



16 Recommended National Service Territories



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BOY SCOUTS OF AMERICA
OUTDOOR PROGRAMS/PROPERTIES TEAM

LAST REVISED: AUGUST 2020
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Lighthouse Council Concept

Potential Role:

- **Share potential services like registration, camp resources, purchasing, property insurance, marketing, fundraising strategy, etc.**
- **Share and facilitate best practices amongst councils as it relates to performance standards (note: small or large councils could be the “best practices” councils and there might be several best practice councils in a national service territory)**
- **Serve as a goodwill ambassador encouraging collaboration among councils**
- **Assist in promoting the Scouting brand/Coordinate marketing efforts**
- **Mentor and coach both volunteers and staff**
- **Collaborate with the new structure’s leadership team**
- **Potentially host territory events**



***National Service Territory (NST)
Structure***

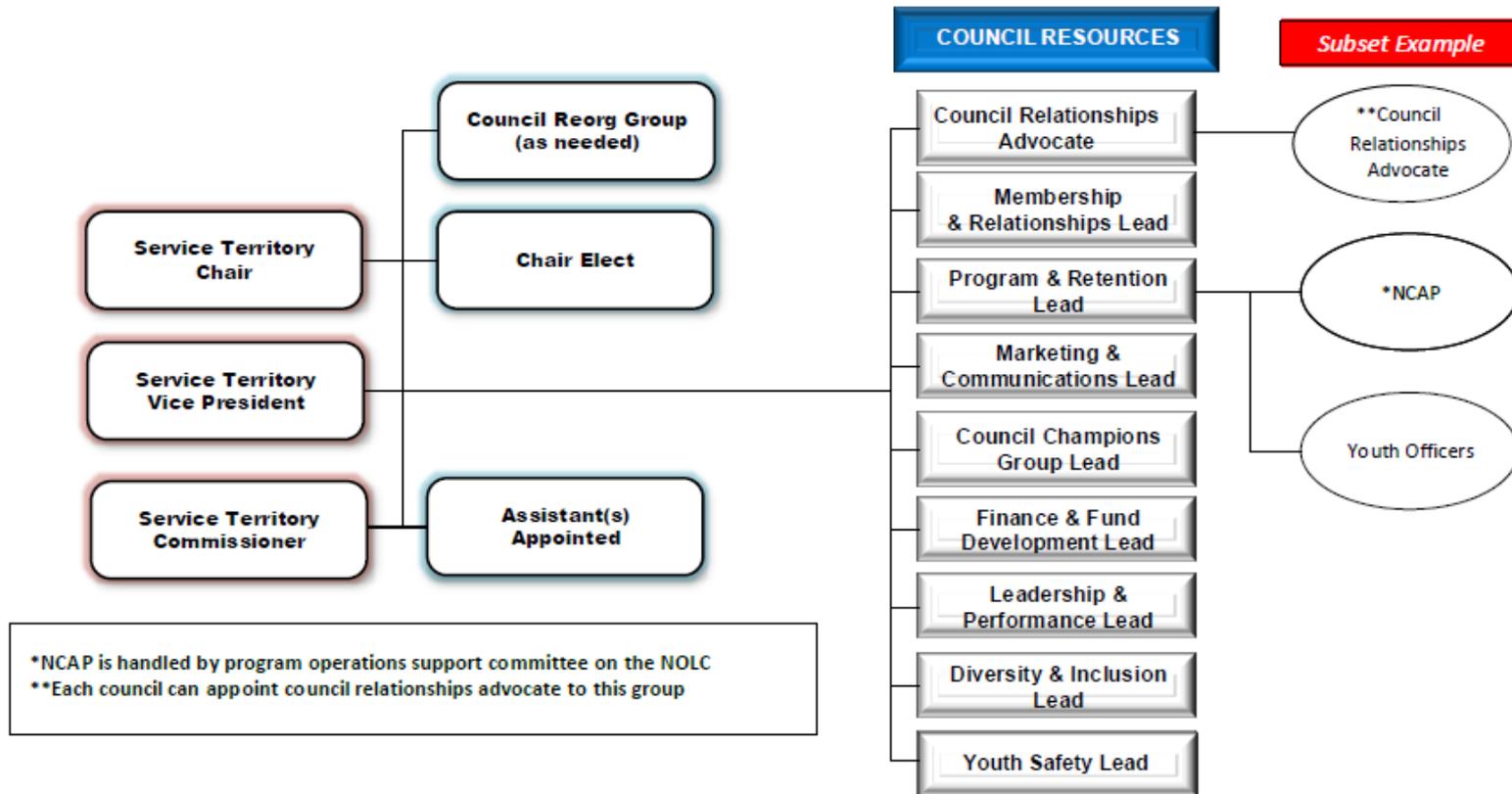


NST Structure Objectives

- **Define the organizational structure and staffing of the NEW intermediate structure**
- **Streamline service for all councils - ensuring equitable access to resources - regardless of territory and council-centric resources**
- **Improve communication and relationships within and between councils and the national service center.**

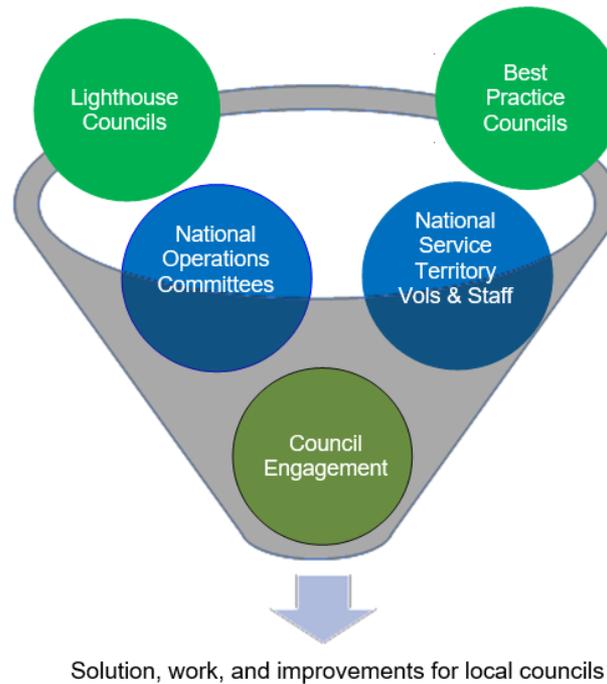


Recommended Strategy National Service Territories (16)



Recommended Strategy

A matrix approach to problem solving and improvement



Targeted Outcomes

- Simplified structure of volunteers serving councils within a territory
- Align all Council Relationship Advocates toward common goals – main focuses being the sharing of best practices and creating peer accountability (council to council)
- Challenges and opportunities are identified early by Council Champions Group, the Territory Key 3 and the councils themselves; primary focus to intercept any future need for remedial efforts
- Territory Leads will work through council counterparts to address challenges and provide additional resources through “ad hoc” teams of specialists
- Ad hoc teams form and disband based on individual needs of councils
- Ensure the best possible candidates serve in a position that aligns with their expertise, through a more informed volunteer selection process



Proposed Council Standards & Mutual Accountability

Patrick Sterrett



Council Standards Sub-Committee

The Council Standards Sub-committee had two areas of focus:

- 1. Standards and Indicators**
 - * Basic Standards**
 - * Performance Standards**
 - * Leading Indicators of Successful Councils - focused on key leading areas to success that compliment and support the five performance standards**

- 2. Processes for Mutual Accountability for Council Performance**
 - * Council Champion Group – serve as a champion & advocate of the council; help by developing a council improvement plan for councils that fall below the minimum standards**

 - * Council Long-Term Reorganization Group – establishing a set of procedures for councils that cannot sustainably meet minimum council performance standards. Create an alternative path for the council by combining forces with neighboring councils.**



BSA Council Basic Standards

- **Adhere to brand standards**
- **Adhere to rules, regulations, and policies of BSA**
- **Current on national fees**
- **Council governed by volunteers**
- **Provide programs consistent with BSA Guidelines**



Council Performance Standards Charter

- **Recommend a set of council standards to the National Council. The standards will identify threshold values the council must meet. Councils which do not meet these standards will be subject to an improvement process.**
- **The council performance standards committee identified and recommended following items to measure:**
 - **Youth Safety – 98% Youth Protection Training**
 - **Youth Market Share – 2%**
 - **Youth Retention – 62%**
 - **Financial Sustainability – minimum of three months of cash liquidity for operations**
 - **Youth Ethnic and Gender Diversity – 10% of membership is female; membership reflects community's youth of color percentage**



1 Youth Safety Recommended Strategy

Raise the National BSA minimum standards for youth safety of councils to be at least 98% and not allow adult Scout leader's YPT certification expire at the end of the Recharter year

Create a multi-disciplinary approach to educate and inform Scout leaders and youth, at all levels to emphasize the importance of youth safety and protection.

Youth safety must be paramount in everything we do: youth safety and protection is everyone's responsibility in identifying, reporting and preventing abuse in BSA programs.

Strengthen Scout programs, at every level, to address youth safety and protection.

Integrate community resources and services into the Scouting program to assure that the public fully understands the BSA is serious about keeping our youth safe.



2 Youth Market Share Recommended Strategy

Local councils maintain a minimum of 2% youth market share; or, if less than 2%, councils demonstrate continued improvement in market share each year

- A review of the July 2020 Key Performance indicator (KPI) report showed that 83 councils had a market share less than 2%. This represents a third of the councils.
- Forty councils had a market share of 1.5% representing 15% of all councils; 15 councils had a market share of 1.0% representing 6% of all councils



3 Youth Retention Recommended Strategy

Local councils maintain a minimum retention standard of 62% or show improvement each year

- 57.6% of all councils are retaining youth at a level of 70% or better
- Councils range from 48% to 85% youth retention
- Councils below 62% will need to change practices to improve



4 Financial Sustainability Recommended Strategy

Financial Sustainability – maintain a minimum of 3 months cash liquidity to run council operations; show significant cash liquidity improvement year over year if not currently meeting this standard

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5 Gender and Ethnic Diversity

Recommended Strategy

Minimum Council Standards Gender & Ethnic Diversity

- Gender: 10% of your current membership is female; strive to achieve 50% of your membership male and female. For councils below this level, councils must show year over year improvement until the standard is met and maintained.
- Youth of color (i.e. Hispanic/Latinx, Black, Asian, American Indian, and Pacific Islander): council membership needs to reflect your council territory total available youth (TAY) percentages. Example: If youth of color comprise 25% of your community TAY then your council membership needs to be comprised of 25% youth of color. For councils below this level, councils must show year over year improvement until the parity standard is met and maintained.



Benefits to Achieve Performance Standards

The recommended strategies will deliver the following benefits to the BSA:

- The impact of taking immediate steps toward the 98% will help confirm that the BSA is firmly committed to Youth Safety
- One third of all councils currently do not meet 2% market share; Council standards should be re-evaluated on a periodic basis
- Setting a higher youth retention is more in keeping with the 57.6% of all councils who maintain a level of 70% or better. Those councils who are below that mark will have to change practices to improve
- Achievement of good Financial Sustainability and practices are viable in any organization, including scouts
- Gender and ethnic diversity are important considerations as we seek to serve all available youth, especially those frequently underserved



Leading Indicators of Successful Councils

Finance

- Net camping operation surplus (inclusive of direct and indirect costs, and depreciation)
- Growth in endowment fund and appropriate earnings distribution

Membership

- Multi-year plan based on data and year over year growth
- Youth in market share, strong volunteer engagement, emphasizes and identifies youth markets with growth potential (ethnic, gender, socio-economic, religious, various communities, etc)

Unit Service

- Effective commissioner team serving every unit
- Continually knows health of every unit



Leading Indicators of Successful Councils (continued)

Board Governance

- Diverse board (gender, ethnicity, age, professional experience, Scouting & non-Scouting, backgrounds, tenure, etc)
- Clear understanding of status on all performance standards
- Understands the council's strategic priorities

Strategic Plan

- Developed as team (staff & volunteers)
- Rolling 3 years
- Living document that drives annual priorities and budget
- Guides executive board and staff agendas



Territory Council Champion Group

- Proactively support councils by being an advocate and ally to help them improve their performance.
- Develop and monitor a Council Watch List to identify councils below or close to minimum performance standards or the key leading indicators of successful councils.
- Assist councils in developing a Council Improvement Plan (CIP) if any of the performance standards fall below minimum performance standard levels.
- Ultimately, if required improvement can not be made, a Transitional Charter may need to be issued.



Commitments of National Council

- 1. Deliver on National Services and provide vehicle for councils to evaluate the effectiveness of the delivery of those National Services**
- 2. Provide quality and effective staff and volunteers at National levels (National Service Territories, National Operating Committees, National Board, etc.)**
- 3. Work with councils to achieve success (an unsuccessful council is a failure by the council and the national service territory)**
- 4. Provide vehicle for council voice and input on important issues such as national services and fees, membership fees, marketing and brand strategy**
- 5. Provide timely monthly data points for all performance standards and Leading Indicators of Successful Councils**



Region Breakouts for Q & A



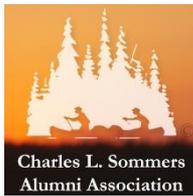
Roger Mosby
President & CEO





BSA Alumni Association

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***Look for a survey today or tomorrow
regarding this meeting***

***Email pat.wellen@scouting.org if you don't
get something by end of the day tomorrow***



Churchill Sub-Committee TERRITORY Chairs

Glenn Ault
Linda Baker
Al Kent
Gail Plucker

Churchill Sub-Committee STANDARDS Chairs

Jim Libbin
Mike Weber
Barry Williams
Len Williams



CENTRAL REGION

Brad Arbuckle

Sherry Bowden

Kandra Dickerson

Mike Gotsch

Jeff Hahn

Jeff Isaac

Al Kent

Jon Kerr

John Makowski

Lindsey Smith

John Sumner

Carm Walgamott

Fred Wallace

Mike Weber

Melody Wiseman



NORTHEAST REGION

Marc Andreo

John Arico

Tom Bain

Linda Baker

Shane Calendine

Scott Christensen

Julia Mae-Shen Farr

Jeff Goldsmith

Michelle Holmes

Ken King

David Lippitt

Tom Lusk

Jeff Seymour

Darlene Sprague

Rob Stone

Barry Williams



SOUTHERN REGION

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Chris Cook

Charles Flowers

Jim Hamilton

Amy Lennaco

John McCulla

Pat Noack

Lamar Perry

Craig Pett

Gail Plucker

Dave Rumbarger

Jim Ryffel

Marietta Scott

Bob Spinks

Danny Van Horn

Len Williams

Mark Williamson



WESTERN REGION

Glenn Ault

Del Bishop

Mike Ching

Gary Crum

Joel Eacker

Jeff Hunt

Al Karras

Anne-Marie Lamarche

Sang Lee

Jim Libbin

Lee Murdoch

Jake Nichol

Dale Radcliff

Jim Tarleton

Rick TerBorch

George Villalobos

Dan Walters

Rich Waterman



Timeline Moving Forward

Oct – May 2021: Continue under current structure

Oct: Survey results / further refinement

Oct 12-14: Continued direction from NEC/NEB

Dec: Final green light from NEC/NEB

Jan – May 2021: Recruit to new national service territory structure with a thorough volunteer and staff selection process

May 2021: Start new national service territories after May National Annual Meeting



