



BOY SCOUTS
OF AMERICA®

CRADLE OF LIBERTY COUNCIL

CITY SCOUTING REORGANIZATION

Concept and Transition Plan

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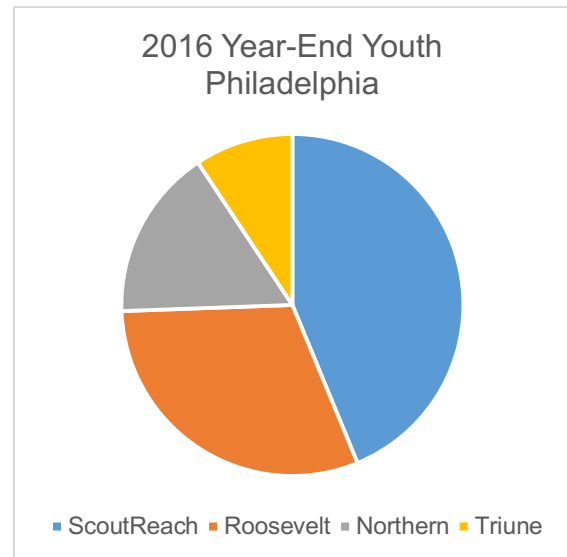
Background & Concept

The Cradle of Liberty Council's 2016-2019 Strategic Plan is the impetus behind reorganizing the district structure of Scouting in Philadelphia, with the primary goals of:

- Substantially increasing membership and retention to bring Scouting to more communities,
- Strengthening organizational capacity, and
- Ensuring that volunteers are prepared and equipped to deliver high quality programs.

Philadelphia is currently organized into three geographic districts and a ScoutReach District that administers after-school Cub Scout and (to a lesser extent) Boy Scout programs primarily throughout the city, but also in underserved areas in the suburbs. More than 80% of the council's ScoutReach programs are within Philadelphia. At the end of 2016, ScoutReach youth membership accounted for 44% of the total youth membership in the city and for 35% of the total units.

After a period of reorganization focused on quality control, ScoutReach youth membership is growing again (15.3% in 2016 compared to 2015). The main reason for this growth is that these programs are provided free of charge to the youth who participate. Increasing membership and market share remain struggles for the other three districts where, for the most part, units operate under the "earn your own way" model.



While currently growing, the capacity for future sustainable growth in ScoutReach is limited primarily by funding but also by the way in which we administer these programs. The current model discourages communication and cooperation between volunteers and staff who are serving youth and families from the same neighborhoods. It has also created an "us versus them" environment with units, volunteers, and staff. For instance, the current model begs the question, "Why do some Scouts get the program for free while others do not, even if they experience the same socio-economic circumstances?" The current ScoutReach structure also discourages creating meaningful, long-lasting relationships with community organizations other than schools and does little to increase Scouting's visibility.

Half of the council's ScoutReach programs are physically located within the boundaries of the Triune District (lower third of Philadelphia), yet these programs operate separately under the current model. Instead of sharing resources and building stronger community ties, the council operates under an outdated and inefficient structure and, in effect, competes against itself.

The purpose of this plan is to create a sustainable model for Scouting to thrive in Philadelphia by reallocating existing staff and financial resources to best serve the youth, families, and existing and potential partner organizations. Objectives include the following:

- Eliminating the ScoutReach District and re-districting existing after-school Cub Scout packs and Boy Scout troops into the district in which they are geographically located.
- Reallocating the current ScoutReach staff to work with the existing Triune District Executive, under the direct supervision of the Philadelphia Field Director, to focus on building quality, sustainable Scouting units in underserved neighborhoods in the southern third of the city.
- Facilitating a training development plan for program specialists and volunteers in the city to address the specific needs of the youth and families they serve.
- Foster communication between staff, district leadership, program specialists, chartered partners, community organizations, and unit leaders.
- Develop a financial assistance model that helps eliminates barriers to membership for all eligible families in Philadelphia.

Timeline

Last Quarter 2016 to First Quarter 2017:

- Meet with city professional staff to review transition plan.
- Begin developing focused membership plan for the Triune District; determine targeted areas/neighborhoods based on demographic data and develop community organization and leader prospect list.
- Philadelphia field staff work together to build overall membership plan for the city.
- With program specialists:
 - Review transition plan
 - Review new online payroll system
 - Introduce field directors and field staff
 - Review district roundtable schedule
 - Begin summer camp planning
 - Launch spring recruitment plan
 - Launch camp card sale
- Program Specialists continue to report to ScoutReach staff.

Second Quarter:

- Oversight committee begins meeting.
- Finalize *Program Specialist Guidebook*.
- Meet with district key-3s in affected districts.
- Work with National Service Center to determine best course of action for re-districting current ScoutReach units into geographic districts.

Third Quarter:

- Finalize specific assistance funding model.
- After-school programs re-districted; ScoutReach District eliminated.
- Program specialists report to professional in assigned district.
- Monthly program specialist meetings begin.
- Evaluate effectiveness of transition and make adjustments as necessary.

Unit Re-Districting

The following is a breakdown by district and service area of the existing ScoutReach units that will be redistricted. Pack 315 in Continental and Pack 3300 in Northern are projected to drop for 2017 and are not included in the count.

<i>District</i>	<i># After-School Programs</i>	<i>% of Programs</i>
Conestoga	5	10%
Minquas	3	6%
TOTAL DELCO:	8	16%
Lafayette	1	2%
TOTAL MONTCO:	1	2%
Northern	10	20%
Roosevelt	6	12%
Triune	26	50%
TOTAL PHILA:	42	82%
TOTAL:	51	

By Unit:

<i>Unit Type</i>	<i>Unit No.</i>	<i>New District</i>	<i>Chartered Organization</i>	<i>City</i>
Pack	180	Conestoga	Park Lane Concerned Parents	Darby
Pack	224	Conestoga	Walnut Street Elementary School PTFS	Darby
Pack	1125	Conestoga	Bell Leadership Team	Lansdowne
Pack	1126	Conestoga	Colwyn Leadership Team	Darby
Troop	224	Conestoga	Walnut Street Elementary School PTFS	Darby
Pack	13	Lafayette	Asbury United Methodist Church	Norristown
Pack	1100	Minquas	Chester Upland Charter School	Upland
Pack	2730	Minquas	Chester Community Charter West	Chester
Pack	3402	Minquas	Chester East	Philadelphia
Pack	24	Northern	Steel Elementary	Philadelphia
Pack	26	Northern	Ellwood School	Philadelphia
Pack	546	Northern	Prince Hall Home and School Assoc.	Philadelphia
Pack	676	Northern	John Wister Interac	Philadelphia
Pack	741	Northern	Aspira Inc. of Pennsylvania	Philadelphia
Pack	840	Northern	McMichael Afterschool Program	Philadelphia
Pack	1095	Northern	Birney Prep Academy	Philadelphia
Pack	4101	Northern	Antonia Pantojas Leadership Team	Philadelphia
Troop	741	Northern	Aspira Inc. of Pennsylvania	Philadelphia
Troop	4101	Northern	Antonia Pantojas Leadership Team	Philadelphia
Pack	25	Roosevelt	Philip H Sheridan Elementary School	Philadelphia
Pack	1020	Roosevelt	ECS Beacon Center	Philadelphia
Pack	1790	Roosevelt	Mastery Charter Smedley	Philadelphia
Pack	6006	Roosevelt	Children's Place Preschool	Philadelphia
Troop	103	Roosevelt	Stetson	Philadelphia
Troop	1020	Roosevelt	ECS Beacon Center	Philadelphia
Pack	5	Triune	George Washington Elem. Parent Teacher Org	Philadelphia
Pack	30	Triune	Sheppard Home And School Assoc.	Philadelphia
Pack	49	Triune	Home and School Association	Philadelphia

Unit Type	Unit No.	New District	Chartered Organization	City
Pack	103	Triune	Cramp Second Chances	Philadelphia
Pack	115	Triune	Cassidy Elementary School	Philadelphia
Pack	301	Triune	Potter-Thomas Advisory Group	Philadelphia
Pack	340	Triune	George W Childs	Philadelphia
Pack	537	Triune	John Moffet School Home and School	Philadelphia
Pack	746	Triune	Alain Locke Elementary	Philadelphia
Pack	803	Triune	William H. Hunter Elementary School	Philadelphia
Pack	1700	Triune	GESU	Philadelphia
Pack	1722	Triune	Women Christian Alliance	Philadelphia
Pack	2020	Triune	WD Kelley Elementary	Philadelphia
Pack	2100	Triune	Universal Vare Charter School	Philadelphia
Pack	2300	Triune	TM Pierce	Philadelphia
Pack	3001	Triune	James G Blaine Elementary School	Philadelphia
Pack	3200	Triune	Dr. Ethel Allen Elementary School	Philadelphia
Pack	3732	Triune	Transfiguration Baptist Church	Philadelphia
Pack	4401	Triune	Cecil B Moore Rec Center	Philadelphia
Pack	5501	Triune	The Salvation Army West Philadelphia	Philadelphia
Pack	5630	Triune	Universal Daroff Charter School	Philadelphia
Pack	5900	Triune	John Barry Elementary School	Philadelphia
Troop	2100	Triune	Universal Vare Charter School	Philadelphia
Troop	4401	Triune	Cecil B Moore Rec Center	Philadelphia
Troop	5501	Triune	Universal Daroff Charter School	Philadelphia
Troop	5630	Triune	Salvation Army - 55th and Market	Philadelphia

After-School Program Organization & Considerations

Reporting

Once the transition is complete, program specialists will report to district professional in which the majority of their assigned units are located and work in conjunction with other professional staff to provide quality Scouting programs. Under the supervision of the field directors, district professionals will be responsible for approving hours worked and, with input from field team members, evaluate program specialists at least once annually.

Roundtables

Beginning in the Fall, what was the monthly ScoutReach roundtable will completely transition to a one-hour monthly program specialist meeting and program specialists will be required to attend their local district roundtable.

- Unit program components will be covered primarily in district roundtables.
- If program specialists serve multiple districts, they should attend the roundtable in the district where they serve the most units. If the split is even, the program specialist will work with the field director(s) to determine the roundtable they will attend.
- District roundtable programs need to be evaluated and improved as necessary.

Program Specialist Expectations and Processes

Beginning in December, the Director of Field Service will oversee the review of expectations and processes related to program specialists, with the end product being a comprehensive *Program Specialist Guidebook* to be finalized by June. Items to review include (but are not limited to) the following items:

- Qualifications
- Supervision Guidelines
- Interview Process
- Employment Forms
- Training
- Goals & Expectations
- Evaluation & Reviews
- Payroll Procedures
- Schedule of Meetings
- Program Quality
 - Unit Meeting Schedule
 - Advancement
 - Summer Camp
- Participation in District & Council Activities
- Uniform, Literature, and Equipment Procedures
- Fiscal Policies & Procedures
 - Fundraising – Camp Cards & Popcorn
 - Handling of Funds
 - Unit Custodial Accounts
 - Expense Reimbursement
 - Purchase Orders & Check Requisitions
- Scout Attendance Requirements & Tracking

Training

A key piece of the above-mentioned review will be developing a very detailed training program for program specialists above-and-beyond the required BSA position-specific training. Aspects of this training may also be offered to volunteers as well.

The training program must address key challenges faced by program specialists and volunteers in underserved areas, such as bullying prevention, mental health resilience, and special needs considerations. Training programs for outdoor adventures must also be incorporated into the continuum. Some of these programs will be offered as stand-alone events while other components will be offered at every program specialist meeting.

Oversight Committee

To facilitate the process and ensure successful implementation of the plan, it is recommended that a volunteer oversight committee be developed. This committee will consist primarily of key volunteer leadership in the city, supported by the professional staff.

Specific Assistance Funding Model

A primary reason for eliminating ScoutReach as a stand-alone district is to expand Scouting opportunities for all youth and families throughout the council who would not otherwise be able to pay for the program regardless of whether they participate in a program that is designated as “ScoutReach.”

After-school (currently “ScoutReach”) programs are intended for areas where that model of program delivery is the only way that youth will benefit from Scouting. Funds currently being raised for ScoutReach will continue to support these after-school programs. However, a new model needs to be put in place that also supports units and youth in other areas that face the same socio-economic challenges but are not currently supported through the council’s existing structure.

A new model is under development that standardizes the way in which the council distributes specific assistance, both to families participating in after-school programs and families participating in “traditional” unit programs. The goal is to provide opportunities for “hand-ups” while fostering the principle of Scouts earning their own way.

Like similar youth-serving organizations, this model is based on household income taking into consideration the number of household members. Specific assistance funding levels will be determined based on how a family’s income compares to the federal poverty level.

What still needs to be determined is how many specific assistance funding levels the council will have and their ranges compared to the federal poverty level charts.