



Winnebago Council New Visions Task Force

Presentation to the Executive Board of Winnebago Council, BSA

February 23, 2012

Executive Summary

The Winnebago Council New Visions Task Force is made up of a group of volunteers with diverse Scouting background and experience. We have had frank, open discussions. The Task Force has examined several scenarios using an objective process, and a few of the options have surfaced as potentially financially sustainable and capable of providing outstanding outdoor programs to the Scouts of Winnebago council. **The Task Force has agreed from the beginning of the process that maintaining the status quo is not an option.**

Extensive fact-finding and rich discussions resulted in the following general observations:

- **Membership may be sustainable at around 3,800, but is not likely to increase.**
- **We have far more capacity in our camps than we have demand to use them.**
- **Volunteer time is a critical resource. We should not spend those hours maintaining obsolete facilities at the expense of creating and sustaining innovative programs.**
- **Several facilities may meet the functional requirements for our programs; however, none of the facilities meet the criteria for "A" or "B" ratings according to our current understanding of the national standards. We need the 2nd Century Camping Task Force to take an unbiased look at our facilities and assist us with the evaluation process.**

An objective decision analysis process resulted in four recommendations pertaining to Council properties for further consideration:

- Keep Winnebago Scout Reservation and the south portion of Ingawanis Adventure Base; and sell the north portion of Ingawanis Adventure Base
- Keep the south portion of Ingawanis Adventure Base; and sell the north portion of Ingawanis Adventure Base and Winnebago Scout Reservation
- Keep Winnebago Scout Reservation; sell Ingawanis Adventure Base
- Sell both properties; keep no property

Task Force Charge from Winnebago Council Key Three

The commission's charge is to thoroughly examine the council outdoor program and its needs. **What matters first and foremost are the young people we serve today and the needs of young people in the next 10 - 20 years.** Keeping that in mind above all other considerations this commission will:

1. Make recommendations to revise and establish a sustainable, self-supporting approach to providing high-quality outdoor programs.
2. Establish a vision and plan for Winnebago Council outdoor programs for the next 10 -20 years.
3. Make recommendations on **Council sustainability** as impacted by our outdoor programs model and or resultant of observations and learned information during the research phase of your duties.

Preliminary recommendations will be presented to the board in February 2012.
Final recommendations will be presented in April 2012.

Formation of Task Force

At the December 2011 Executive Board meeting, a Motion was presented and seconded that a Task Force be formed to examine the Winnebago Council Outdoor Program and develop recommendations to establish an Outdoor Program that is financially sustainable.

Co-facilitators Ed Narigon and John Winter were appointed, and with the assistance of Scout Executive Todd Wordel, the following Task Force members were recruited and agreed to serve: Mike Schweizer, Christine Vadner, Dan King, Francis McElroy, Brenda Devries, Bob Brunkhorst, Matt Dodge, Tony Thompson, Dr. David Stoakes, Dan Beenkin, Todd Wordel, Jim Hughes, and Larry Pump. (After two meetings, Christine Vadner left the Task Force for personal reasons.)

In addition to the members, the following individuals agreed to serve as Advisors to the Task Force: Bret Spaulding, Jim Ehmen, Wayne Magee, Sparky Duroe, Jim O'Connor, Walt Senchina, and Christie Kangas.

The Task Force met six times, four evening meetings and two full-day meetings.

Task Force Vision

Winnebago Council will have an outdoor program that is:

- Financially sustainable
- Contributes to membership growth by attracting and retaining youth and
- Provides activities that support unit programs, advancement, and leadership development

Financial Status

The Outdoor Program has been subsidized by general operating funds for years. Starting in 2013, it will be expected that council Outdoor Programs will be financially sustainable.

Definitions of Council Sustainability

Revenue from activities and programs covers all expenses and provides + 15% in surplus revenue to promote council sustainability.

Definitions of Outdoor Program Sustainability

- Outdoor Programs cover annual operating costs of facilities/equipment, plus depreciation (or capital requirements).
- What programs are included? There is guidance from BSA National Outdoor Program leadership, and Winnebago Council will use good sense to determine which programs will be expected to contribute to Outdoor Program financial sustainability.

Membership

When the Winnebago and Wapsipinicon Councils combined in 1971, more than 12,000 youth were being served by Scouting. Today, Winnebago Council serves approximately 3,800 youth. Winnebago is one-third the size it was 40 years ago. A review of the past five years shows a continuing downward trend:

Program	2011	2010	2009	2008	2007
Cub Scouts	2502	2257	3333	3555	3751
Boy Scouts	1125	1114	1570	1644	1536
Venturing/Exploring	243	339	631	611	462
Traditional	3870	3710	5534	5810	5749
Total Available Youth	35023	35023	35294	34516	34550
Density	11.0%	10.6%	15.7%	16.8%	16.6%

The decline in youth is across all areas of traditional scouting and across all of Winnebago Council's districts. The significant change in 2010 with both number of youth served and density is directly related to a corrective action by the council to move the youth served by the Scoutreach programs to Learning for Life as they were not active in traditional scouting units.

Currently Winnebago Council is serving 11% of the available youth in the council area. An examination of the population changes in some of the larger communities within our council between 2000 and 2010 shows Waverly and Cedar Falls with increases. Waterloo and Decorah remain close to flat. Charles City and Mason City show declining populations.

- Waverly +10.1%
- Cedar Falls +8.6%
- Waterloo -0.5%
- Decorah -0.6%
- Charles City -2.0%
- Mason City -3.7%

Between 2000 and 2010, the overall population of the 17 counties served by the Winnebago Council decreased by 1.2%.

(U.S. Bureau of the Census, Decennial Census)

The population projections for 2000-2020 for Iowa indicate declines in the prime ages served by scouting. Ages 0-4 will go from 182,000 to 175,000. Ages 5-17 will decline from 509,000 to 492,000. Additionally, in this same time period, Iowans will be graying—a trend that will likely affect availability of volunteer leadership. Hispanic and Black populations will grow about 150%—populations that have been

underserved by the scouting programs. As of 2009, about 4% of Iowa's population was foreign born, about 4% speak Spanish at home and another 1% speak an Asian/Pacific Islander language. Also as of 2009, 38% of Iowa families were headed by a female with children under 18 and below the poverty level. (U.S. Census Bureau, Population Division, Interim State Population Projections)

All of the above factors combine to challenge membership growth for Winnebago Council. The Membership Committee will remain committed to bringing scouting opportunities to the youth in our area. Each district currently has a membership chair. To grow, each needs a full membership committee with people taking on roles such as fall recruitment coordinator, Tiger recruitment, Webelos to Scout transition coordinator, venturing coordinator and new unit coordinator. Each district needs a full cadre of unit serving commissioners to support the units, identify issues in time for action to save units and to help rebuild struggling units. With active, trained volunteers in all these roles, we should be able to sustain youth membership density in the 11-12% range. Given the declining population in the council service area, sustaining membership beyond that level may not be realistic.

Programs

What constitutes an "Outdoor Program? The outdoor program will deliver adventure, challenge, teamwork opportunities, confidence building, fun and other new and exciting experiences. Outdoor program activities will lead to self-reliance, self-confidence, and leadership, and will enhance the traditional aims of Scouting: citizenship, character, development, and mental and physical fitness consistent with the Scout Oath and Scout Law. Further Scouting's outdoor program is tailored to meet the needs and desires of youth and their families. Activities are planned to match the desires and abilities of the Scout's age level.

Cub Scout Outdoor Program

A successful outdoor program that meets the goals of the Cub Scout program will ensure that all activities are appropriate for the target age group. There are three types of certified camps and every Cub/Webelos activity listed on the sheet attached falls under one of these categories: resident camp, family camp and day camp.

Boy Scout Outdoor Program

Outdoor programming for Boy Scouts consists of:

1. Day Hikes consisting of 3 to 10 miles without a lot of elevation gain or loss.
2. Service Projects that are daylong projects that may be related to conservation, food collection, building shelter, or healthy living activities.
3. Patrol Activities where a Boy Scout patrol or Varsity Scout squad may hike or camp with other patrols or squads in the unit (or with permission from Scoutmaster and parents/guardians with adult leadership as required by BSA guidelines, hike or camp on their own).
4. Weekend Overnights by Troops that plan and carry out outings once a month attract and retain boys at a higher level.



5. Camporees are council and district organized events during the year that give Scouts an opportunity to test their knowledge and skills in competitive events with other troops and patrols.
6. Council Resident Camp held at council-organized camp for Boy Scouts and Varsity Scouts of at least five consecutive nights that operates under trained leadership for camp positions as defined in the National Standards. Said camp should offer age appropriate programs that serve the needs of first-year campers and older returning Scouts. A high adventure component is essential to retain the interest of older Scouts. Suggestion: Utilization of the camp during school breaks and holidays, weekend special event camps, outdoor adventure experiences, adding non-typical merit badge counselors to some sessions, or additional Eagle-required merit badges and continuing to offer provisional camping.
7. Jamboree which is held every four years and a Scout must be at least 12 years of age by July 1 of the Jamboree year and be a First Class Scout.
8. Council High Adventure includes at least five nights and six days of trekking in wilderness and other rugged, remote locations. Participants must be at least 13 years old by January 1 of the year in which they participate.
9. National High Adventure is offered by BSA at Florida National High Adventure Sea Base, The Northern Tier National High Adventure Program, Philmont Scout Ranch and Summit Bechtel Family National Scout Reserve.
10. Unit High Adventure where a troop, team or Venturing crew plan and carry out its own high adventure experience. These activities are for the more experienced Scouts, planned and implemented by youth members with coaching from their adult leaders. Suggestion: Maybe the Council could consider making a resident camp available as a base camp for the high adventure activity. Units could use the resident camp on a departure day for a standard resident camp session, draw food and other supplies, complete medical rechecks, etc., and depart on their trek before the campers for the next resident session arrive. Perhaps even offer an adult BSA National Camping School high adventure trained leader to accompany the unit, if they lack adult leadership with sufficient experience.

Venturing Outdoor Program

Opportunities for outdoor Venturing could include (besides COPE or Kodiak): Scuba diving, water skiing, rock climbing/rappelling, caving, horseback riding, backpacking treks, sailing, photography, computer science, forestry, first aid, line dancing, beach volleyball.

Facilities

The BSA National Office has a standard for grading facilities. Both camps would grade poorly by that standard.

Wayne Magee has provided his opinion that repairing and remodeling existing facilities at the camps will not result in the necessary grade of “B” or “C”. Building new facilities would be more cost effective. Wayne provided general guidelines of the cost to construct various sizes of buildings.

The Task Force discussed the comparison of Winnebago Council properties with other Councils.

The following chart shows Councils similar in size to Winnebago Council and their camp holdings:

<u>Name</u>	<u>Youth</u>	
Duluth	3505	No camps
LaCrosse	3865	1 camp with Boy Scout and Cub Scout programs
Rochester	3365	1 Cub Scout only
Mankato	2824	1 Boy Scout and ½ Cub Scout
Waterloo	3864	1 Boy Scout and 1 Cub Scout
Sartell - St. Cloud, MN	4754	1 Cub Scout - profitable last 2 years
EauClaire	3986	1 camp with both Boy Scout and Cub Scout

Ownership Issues

Council officers have approved:

- Abstracts and Title Opinion
- Legal Review of Trust Documents
- Appraisal of all Council property
- Surveys if necessary

We are aware of some restrictions on gifted property and will obtain legal opinion on ownership status.

Future Outdoor Programs

What does a Scout look like in 2020?

What programs will a Scout want in 2020?

What does a facility look like in 2020?

- Curb Appeal
- Safety
- Convenient, etc

Elephant in the Room

Strong emotional attachment to camps

- Memories
- Legacy
- History

Countless hours and days of volunteer work on the properties
Community pride

Analysis of Options

At the last Task Force meeting, we conducted a discussion to evaluate the different options developed in the previous meeting.

First the task force identified key characteristics of a successful camp, and a weighting was assigned to each characteristic. After discussion, some characteristics were determined to be inconclusive and were discarded.

There were seven options to consider, in no order of preference.

1. Sell both properties, keep no property
2. Sell both properties, purchase new site and build new *(this option was determined not to be financially feasible)*
3. Keep south portion of Ingawanis Adventure Base and sell north portion of IAB and Winnebago Scout Reservation
4. Keep both properties, decommission them. (No caretaker, no maintenance or repairs.)
5. Keep Winnebago Scout Reservation, and south portion of Ingawanis Adventure Base and sell north portion of IAB
6. Keep Winnebago Scout Reservation, sell Ingawanis Adventure Base
7. Keep Ingawanis Adventure Base, sell Winnebago Scout Reservation

The following chart shows the criteria and the weighting, and the score assigned by the task force to each category.

Option Ratings for Winnebago Property								
Criteria	Weighting	1	2	3	4	5	6	7
Financial Sustainability	10	10	NA	9	1	8	8	4
Marketability	8	5	NA	4	1	10	7	7
Programming	9	4	NA	5	1	10	6	6
Accessibility	0		NA					
Location to population	0		NA					
Community Infrastructure	4	1	NA	4	2	10	5	5
Camp Infrastructure	8	10	NA	9	1	2	4	3
Year-round use	6	1	NA	7	3	10	9	8
Non-scout appeal	1	1	NA	8	2	9	8	10
Score		267		305	63	375	304	252



Based on this analysis, four recommendations have surfaced for further consideration:

- Keep Winnebago Scout Reservation and south portion of Ingawanis Adventure Base and sell north portion of IAB
- Keep south portion of Ingawanis Adventure Base and sell north portion of IAB and Winnebago Scout Reservation
- Keep Winnebago Scout Reservation, sell Ingawanis Adventure Base
- Sell both properties, keep no property

An evaluation of risk was conducted. All of the options considered have risks to implementation of the plan and the Outdoor Program. The risks will be manageable, but will take volunteer energy, funds, and management.

- Keep Winnebago Scout Reservation and south portion of Ingawanis Adventure Base and sell north portion of IAB
Risks – Too little dollars from sale of north side of IAB to enhance financial sustainability and make improvements to WSR; unknown attendance by Boy Scouts to summer camp at WSR; potential decrease in Friends of Scouting donations.
- Keep south portion of Ingawanis Adventure Base and sell north portion of IAB and Winnebago Scout Reservation
Risks - No facilities at retained property so resident camp will be limited; resulting in decreased numbers of scouts attending residence camp; cub camping may diminish resulting in fewer numbers transitioning to Boy Scouts.
- Keep Winnebago Scout Reservation, sell Ingawanis Adventure Base
Risks – This may alienate some volunteers and result in fewer volunteer hours and FOS loss; some programs particular to IAB may be lost, or need to experience extensive and expensive change (horse program, archery, mountain biking.)
- Sell both properties, keep no property
Risks - Outdoor program will have to be re-imagined using public property and out-of-council resident camps. Cub Scout camping may diminish resulting in fewer numbers transitioning to Boy Scouts.



Conclusion

The right thing to do is to make changes to restore the Outdoor Program and the Council to financial sustainability

Better programs that attract and retain youth

Emphasize Cub Scout Outdoor Programs – that’s where our future is.

The Council needs to be in charge of its own destiny, or ...

Consequences

The Council will probably slide from “Yellow” to “Red” when our charter is reviewed this spring.

National will give us time to develop a plan to restore financial sustainability

Beginning in 2013, it is expected that National will require Outdoor Programs to be Financially Sustainable in order to have certification to provide residence camps.

National will give us time to develop a plan to restore financial sustainability for our Outdoor Program.

Provisional Charter / No Outdoor Program

Council will lose Charter

“Doing Nothing is Not an Option”



Change Management

“70% of change plans by organizations fail”

People go through a process when change occurs.

Shock
Denial
Anger
Recognition
Acceptance
Commitment

How do we manage the change process?

- ✓ **Establish a sense of urgency**
- ✓ **Create a guiding coalition**
- ✓ **Develop a Change Vision**
- ✓ **Communicate the Vision for buy-in**

Empower broad-based action

Remove obstacles to change

Change systems or structures that undermine the vision

Encourage non-traditional ideas, activities and actions

Generate short-term wins

Never Let Up

Incorporate Change into the Culture