

**HEART OF AMERICA COUNCIL
BOY SCOUTS OF AMERICA**

**REPORT OF THE DISTRICT GROWTH,
OPERATIONS, AND SERVICE
ASSESSMENT TASK FORCE**

**APPROVED BY EXECUTIVE COMMITTEE ON
MARCH 26, 2015**

**SUBMITTED TO FULL BOARD ON
JUNE 26, 2015**

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EXECUTIVE SUMMARY

The District Growth, Operations, and Service Task Force recommends that the district boundaries of the Heart of America Council be redrawn for the following reasons:

- To permit the more effective assignment of Scouting professionals to support volunteers in the delivery of the Scouting program;
- To engage more volunteers in leading the delivery of the Scouting program;
- To encourage more individuals and businesses to give generously to support the delivery of the Scouting program in their communities;
- To encourage school districts to engage cooperatively with council volunteers and professionals to ensure the growth of the Scouting program; and
- To increase the number of youth and adults registered in the Scouting program and the number of units that they may choose to join.

The proposal if accepted will:

- Divide the current North Star District into two districts along the Clay/Platte county line;
- Align the current Blue Elk District according to school district boundaries;
- Divide the current Thunderbird District at the Jackson county line;
- Reorganize the remainder of the current Thunderbird and Lone Bear as two districts, one including Bates and Cass counties and one including the remainder of the current Lone Bear District;
- Reorganize the current four Johnson county Kansas districts into three districts aligned to boundaries of the Shawnee Mission school district; the Blue Valley school district; and the Olathe/DeSoto/Gardner-Edgerton/Spring Hill school districts; and
- Establish a new LDS Administrative District only for administrative functions of membership, finance, and governance. LDS units will maintain a strong relationship with their geographic districts for program and unit service related to program and training consistent with BSA policies. Charter renewal will be the responsibility of the LDS Administrative District and its district commissioner.

The last significant study of the alignment of districts and resources occurred in 2000. The Task Force recommends that, in the future, the issue be studied no less often than every five years. The Task Force recognizes that the hiring of additional professionals will be necessary as the districts grow in membership and units.

Report of the District Growth, Operations, and Service Assessment Task Force to the Executive Committee, Heart of America Council

March 26, 2015

District Realignment Proposal

Background and Mandate: This task force was formed in September 2014, to assess the future growth of the Council and the best organization to serve the projected available youth of the Council service-area. The assessment is an essential part of the Council's long-range planning process. See Appendix A for an overview and the desired qualifications of task force members. The task force met as a group once each month from October 2014 through March 2015, except December 2014. Coordination, research, and analysis were conducted by members throughout the periods between meetings. The assessment of the task force required consideration of the distribution of available youth and their demographics; the availability of qualified adult volunteers to deliver Scouting on behalf of the Council; and the availability of financial and other resources within the district to support the growth of Scouting and the delivery of the Scouting program.

Members: Keith Sickendick (Council Commissioner, Past Red-Tailed Hawk District Chair), William Easley (Vice-President District Operations, Past Trailhead District Chair), Charlie Huffman (Assistant Council Commissioner, Past Thunderbird District Commissioner), Bart Goering (Superintendent of Schools – Spring Hill School District), Ken Horrell (District Commissioner Blue Elk, Program Chair for Scouting 500), Scott Boswell (Council President and Scoutmaster in Pioneer Trails), Gregg Riess (Vice President of Membership), Mike Riley (Past North Star Membership Chair, Current North Star Scoutmaster), Doug Westerhaus (Red Tailed Hawk District Vice-Chair), President Bruce Priday (Chairman LDS Relationships Committee), and Dr. Tim Johnson (Council Executive Board and North Star Nominating Committee Chair).

Process: The Task Force contacted the Mid-America Regional Council Geographic Information Systems (MARC) to provide the following maps to consider: Diversity Index, Population Change, School Districts, and Population Density. Also considered were BSA Market Share maps provided by the National Council for Cub Scout, Boy Scout, and Venturing. Field Staff was surveyed to gain the benefit of their insight and experience in the current districts.

The Task Force identified and defined two main perceived “problem areas” under the current district structure. Those area's included:

1. The Splitting of School Districts: The committee discussed the disadvantages of splitting school districts, including negative impact on ability to build relationships with school districts, splitting communities for fundraising, different school calendars, and similar issues. This is a significant issue in Johnson County where Olathe School District and Blue Valley School District are each divided between two districts and Shawnee Mission School District is divided among all four districts.

2. District Size: The Task Force discussed the advantages and disadvantages of district size. Specifically the benefits and challenges of 1, 2, and 3 Field Executives within a district as listed in the following table.

	Advantages	Disadvantages
Smaller (1 Field Executive)	<ul style="list-style-type: none"> • More “local” focused thus aiding in volunteer recruitment (help grow Scouting in Platte County vs. entire Northland). • Smaller scope of responsibility for district volunteers (District Commissioner responsible for 40 units / 13 commissioners vs. 120 units and 40 commissioners). • Easier for staff to “know your community” • Easier to establish a “team” atmosphere and attract Millennial Generation • Staff become more “well rounded” because involved in all areas of district operations. 	<ul style="list-style-type: none"> • Smaller pool of volunteers to choose from. • Coverage of district during staff transition can become more difficult. • Are there enough volunteers to accomplish the four functions of districts?
Medium (2 Field Executives)	<ul style="list-style-type: none"> • Training ground for new hires/employees. • Adds to consistency within district unless both staff leave/move at once. • Separation of responsibilities, for example, commissioner service and district committee. 	<ul style="list-style-type: none"> • New professionals not engaged on all levels of district operations minimizing valuable experience. • More difficult for professionals to establish relationships with significant number of volunteers.
Large (3 Field Executives)	<ul style="list-style-type: none"> • Allows for positions to promote good field staff with greater areas of responsibility. • Greater number of people involved improves corporate knowledge. 	<ul style="list-style-type: none"> • Harder to find top level district volunteers who want to / can manage large committee and support large number of units (120+) • Concentration of district volunteers tends to come from small area and outlying area less supported and represented.

Recommended New District Alignment

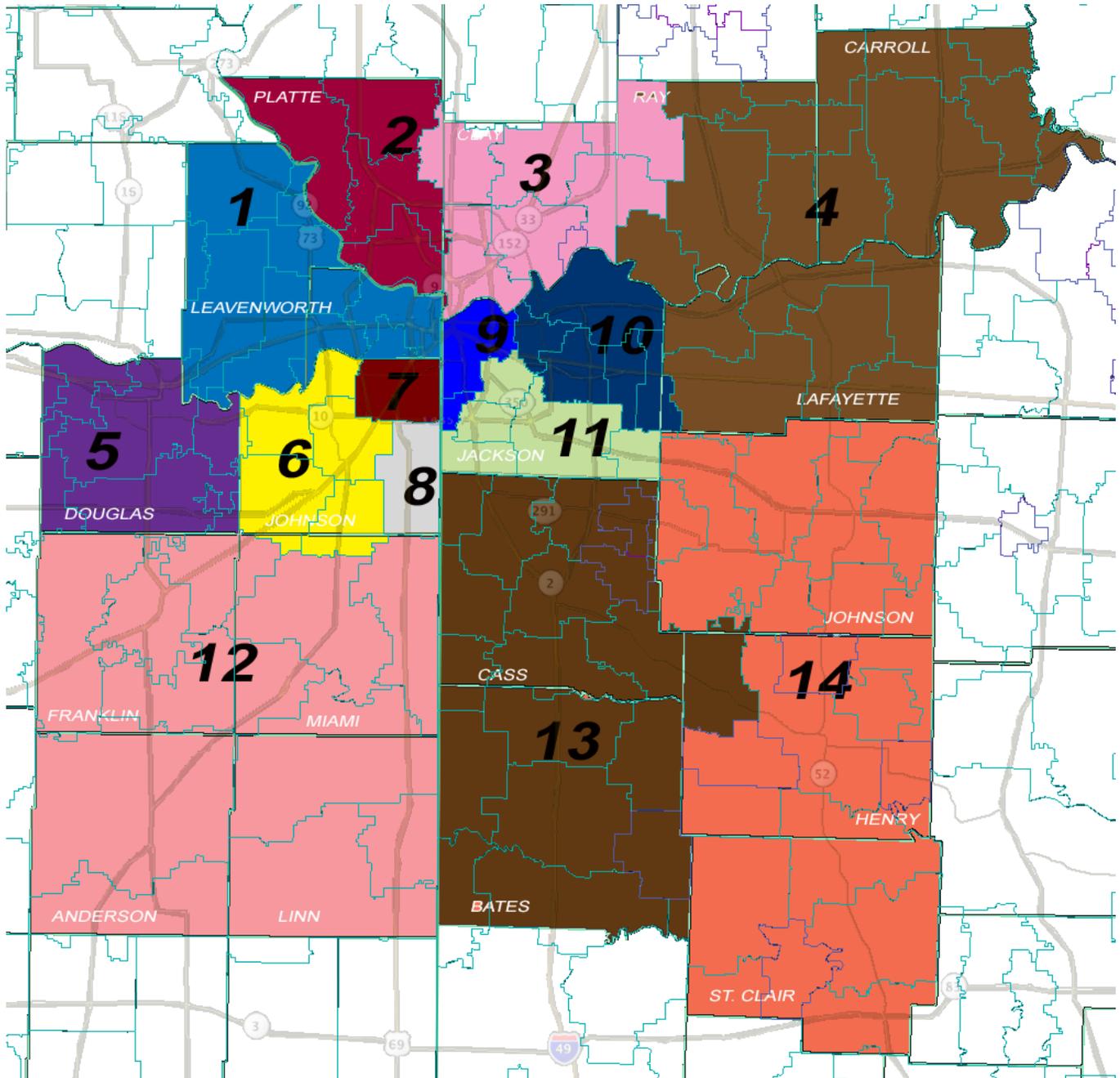
After reviewing maps obtained from the Mid-America Regional Council (MARC) and discussing the “problem areas” and the data/criteria listed in Appendix C, the Task Force reviewed three “Strawman” proposals and discussed the merits, advantages, and disadvantages of each. We then created a “Tinman” proposal from those discussions. From the “Tinman” proposal we narrowed the focus into a few key areas that remained to be resolved. Following is the “Ironman” recommended by the Task Force:

Note: Paragraph numbers correspond to the proposed realigned district map on the next page. See the table at page 8 for the number of proposed executives per district. The hiring of additional executives is not recommended at this time but will be necessary as districts grow in membership and units.

1. No change to the current **Kaw District** except pulling out all LDS Units (This will be a change for every district, more information in notes below). This district would serve all of Wyandotte and Leavenworth counties. This would include the Kansas City-Kansas, Turner, Piper, Lansing, Basehor-Linwood, Tonganoxie, Lansing, Leavenworth, and Easton school districts.
2. Split North Star into two districts along the county line. One district will serve **Platte County** and include the Park Hill, Platte County R III, West Platte R II, and North Platte R I school districts. Goal was to reduce the size of district and create two districts (one with one field executive and one with two field executives vs. the current district which has three field executives).
3. The **Clay County** part of North Star would serve the North Kansas City, Liberty, Smithville, Kearney, Excelsior Springs, and Lawson School District.
4. No change to the current **Big Muddy District**, which continues to serve the Odessa, Lafayette, Concordia, Wellington-Napoleon, Lexington, Orrick, Richmond, Hardin-Central, Norborne, Carrollton, Tina-Avalon, and Bosworth school districts.
5. No change to the current **Pelathe District** serving the Lawrence, Baldwin City, and Eudora school districts.
6. Divide Johnson County, KS into three districts rather than the current four. Divide along school district boundaries, thus making it easier to market Scouting within the school district and develop school relationships. One district would serve **Olathe**, Gardner-Edgerton, Desoto, and Spring Hill School Districts.
7. The second Johnson County KS district would serve **Shawnee Mission** School District.
8. The third Johnson County district would serve the **Blue Valley** School District.

9. No change to the current **Pioneer Trails** District that would serve Kansas City, Missouri and Center school districts.
10. The only change to the current **Blue Elk** District is pulling the schools that are in Blue Springs School District (but are in Lee's Summit) from the old Thunderbird District. This district would serve the Independence, Blue Springs, Grain Valley, and Fort Osage School districts.
11. This district is the old Thunderbird District minus Cass County and the Blue Springs School District schools that are in Lee's Summit City limits. This district serves Grandview, Hickman Mills, **Raytown/Lee's Summit**, and Lone Jack. One goal was to reduce the size of district and create two districts (One with one field executive and one with two field executives rather than one with three field executives). The second goal is as outlined in point # 13.
12. No change to the current **Twin Rivers** District serving West Franklin, Ottawa, Wellsville, Paola, Louisburg, Central Heights, Osawatomie, Prairie View, Pleasanton, Garnett, Crest, and Jayhawk school districts.
13. Create a district from taking **Cass County** from Thunderbird and **Bates County** from Lone Bear. This new "I-49" district would force local leadership to step up for this underserved area in the council to grow Scouting in their community. Now relying on "Raytown/Lee's Summit" and "Clinton" for that leadership. Need local leaders to focus on their communities. Would serve the Belton, Raymore-Peculiar, Pleasant Hill, Strasburg, East Lynn, Harrisonville, Midway, Drexel, Cass County R-V, Sherwood-Cass, Miami, Adrian, Ballard, Butler, Hudson, and Rich Hill school districts.
14. Current **Lone Bear** district minus Bates County serving Kingsville, Holden, Johnson County R7, Warrensburg, Knob Noster, Chilhowee, Leeton, Shawnee, Henry County, Calhoun, Clinton, Davis, Leesville, Montrose, Lakeland, Appleton, Osceola, Roscoe, and Humansville school districts.
15. No change to **Frontier District**. This district serves the urban core with paid program aids.
16. New **LDS Administrative District**. This district serves all the LDS units in the council under the leadership of the current LDS relationship committee. Program support such as camporees, roundtable, day camp, etc. would still be handled through their "geographic" district. Unit (Commissioner) Service related to program and training will be coordinated through the geographic district. Unit Service related to charter renewal and other administrative unit service functions will be the responsibility of the LDS Administrative District, district commissioner. Membership, IIC Campaign, camp promotion, and advancement will be supported through the LDS Administrative District. Please see attached proposal at page 9.
17. No change to current **Exploring** division.

Proposed Heart of America District Boundaries



15- Frontier District

16- LDS

17- Exploring

Proposed District Realignment: District Statistics

Map #	"Working / Descriptive" District Name	# Executives	# Units	# Youth (12/31/13)	TAY	Density	Unit/ Executive	Youth/ Executive	TAY/ Executive	Family IIC 2014	Popcorn 2014
1	Kaw	1	43	2,009	19,605	10.2%	43	2,009	19,605	\$ 16,219	\$ 131,385
2	Platte Co.	1	32	1,251	8,878	14.1%	32	1,251	8,878	\$ 36,364	\$ 125,689
3	Clay	2	73	2,542	24,354	10.4%	37	1,271	12,177	\$ 31,836	\$ 196,904
4	Big Muddy	1	22	679	5,363	12.7%	22	679	5,363	\$ 6,392	\$ 64,485
5	Pelathe	1	33	1,000	8,282	12.1%	33	1,000	8,282	\$ 27,535	\$ 131,265
6	Olathe	2	83	3,308	19,708	16.8%	42	1,654	9,854	\$ 76,458	\$ 396,738
7	Shawnee Mission	2	87	3,480	26,100	13.3%	44	1,740	13,050	\$ 109,826	\$ 325,846
8	Blue Valley	2	46	2,088	14,261	14.6%	23	1,044	7,131	\$ 81,765	\$ 117,544
9	Pioneer Trails	1	38	1,209	7,995	15.1%	38	1,209	7,995	\$ 22,552	\$ 44,146
10	Blue Elk	2	89	2,835	24,706	11.5%	45	1,418	12,353	\$ 43,199	\$ 179,135
11	Lee's Summit	2	70	2,418	26,617	9.1%	35	1,209	13,309	\$ 47,752	\$ 147,500
12	Twin Rivers	1	23	621	7,588	8.2%	23	621	7,588	\$ 8,671	\$ 72,087
13	Cass/Bates	1	49	1,210	8,873	13.6%	49	1,210	8,873	\$ 16,509	\$ 115,552
14	Lone Bear	1	32	823	7,137	11.5%	32	823	7,137	\$ 15,406	\$ 74,652
15	Frontier	3	176	3,786	14,936	25.3%	59	1,262	4,979		
16	LDS	1	172	1,804			172	1,804	0	\$ 37,553	
17	Exploring	1	32	1,319	91,873	1.4%	32	1,319	91,873		
Going from 6 multi-Field Executive districts to 7 multi-Field Executive districts while eliminating two of the current three-Field Executive Districts.											
Going from 15 districts to 17 districts											

Proposal – LDS Administrative Scouting District

Draft: 2/20/15

Concept: To serve as a council-wide “administrative” district for the units, leaders, families, and members of the LDS church. The function and structure of this administrative district would enable the Heart of America Council (HOAC) to more effectively mobilize resources to ensure the growth and success of units within the LDS church.

As of December 31, 2014 there were 177 LDS units chartered to HOAC with 1,942 adult leaders and 2,070 youth members. For comparison, the council’s overall total membership on 12/31/14 was 31,885 youth and 1,120 units. Based upon the aforementioned the church represents 6.5% of the council’s youth membership and 16% of its units. Our LDS partners deserve a dedicated service area.

This would be a pilot program with the results to be shared with other Councils.

Benefits:

1. A full-time District Executive would be assigned to provide dedicated service to the eight Stakes, Wards, Branches, units and leaders
2. Better communication and coordination – stronger relationship building
3. Development of annual LDS specific training and activities
4. Coordination with all eight stakes at the unit level
5. Membership, Advancement, Camping, IIC progress, can be tracked and reports generated to affect continued improvement in program delivery
6. The administrative body “District Committee” would be managed through the current LDS-BSA Relationships Committee

Other Advantages:

1. Units can continue to attend their local Roundtable, Camporee, Day Camp, and other program activities – the creation of a LDS Administrative District does NOT impact participation at other district’s events and activities
2. The district leadership would be invited to participate in the council’s annual Key-3 conference, District Chair and District Commissioner meetings
3. The District Committee members would automatically hold a seat on every council operating committee
4. The District Chair would be a member of the council’s governing Board of Directors

Implementation:

- Upon recommendation by the church leadership the Council redistricting task force would include this proposed plan to move forward for final Executive Board approval.
- Any/all new District configuration would take effect as of 01/01/2016
- LDS “Administrative” District effectiveness would be evaluated at the conclusion of 2016

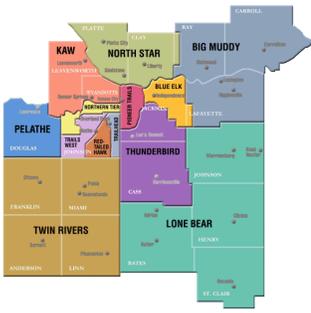
Implementation Plan

If approved by the Executive Committee on March 26, 2015, the following steps are proposed to implement the district realignment. **Current districts, referred to as Legacy Districts, will continue to operate to deliver Scouting until realignment occurs effective January 1, 2016.**

<p>March 27, 2015</p>	<p>Share proposal with professional staff at staff meeting.</p>
<p>April 2015</p>	<p>Legacy District Key 3 meeting to share plan with district chairs and commissioners to solicit input.</p>
<p>April/May 2015</p>	<p>Fireside chats in North Star, Thunderbird, and two in Johnson County to share plan and solicit input.</p>
<p>June 2015</p>	<p>Executive Committee members that were on the realignment task force meet to discuss any changes to the plan based on feedback from Key 3 meeting and Fireside chats (Keith Sickendick, William Easley, Scott Boswell, and Gregg Riess).</p>
<p>June 26, 2015</p>	<p>Final plan rolled-out and approved by the Executive Board of the Heart of America Council. If approved by the Executive Board, continue with the implementation plan as follows.</p>
<p>July 2015</p>	<p>Professional staff is assigned to “new” district assignment. Council President appoints temporary district chairman and Council Commissioner appoints temporary district commissioner that will serve new districts until new district nominating committee can convene and new district elections held.</p> <ul style="list-style-type: none"> • District committee members and unit commissioners assigned to new districts based on units/historic affiliation. Changes made based on personal request from those that want to be moved. • ScoutNet updated to reflect new structure

<p>August – September, 2015</p>	<p>School Night Campaign. Special attention paid to use and engage volunteers under Legacy District alignment and professional assignments as much as possible to minimize disruption.</p> <p>IIC Campaign reorganized in Blackbaud to organize under new structure to permit setting 2016 IIC Goals</p> <p>Temporary District Key 3's form new district committee teams (Membership, Finance, and Program (Advancement, Training, Camping, Activities)). Unit Commissioners assigned units (most won't change, which should help bridge between "old" and "new".)</p> <p>Fall events will be conducted by Legacy Districts as per the Legacy District calendars, such as recruiting support, Fall Camporee, Cub Family Campout, popcorn sale, Arrow of Light to Boy Scout Transition.</p>
<p>By August 30, 2015</p> <p>Change from plan approved by Executive Committee after discussion with Key 3's during fireside chat.</p>	<p>The three new districts serving Johnson County, KS, plus the new districts serving Clay County, MO, Platt County, MO, Cass/Bates Counties, MO, and the remainder of the Legacy Thunderbird district submit proposed new district name to VP of District Operations for final approval. Appointed District Key 3's can select method for their district for selecting new district name.</p>
<p>By September 15, 2015</p>	<p>New district Nominating Committee Chairs and IIC Steering Committee Chairs recruited.</p> <p>New district 2016 IIC Chairs, Patron Lunch Chairs, and Family Chairs recruited.</p>
<p>By October 15, 2015</p>	<p>1st Nominating Committee meeting.</p> <p>2016 Community Chair and 1/3rd Patron Lunch Table Host recruited.</p>
<p>By November 15, 2015</p>	<p>2nd Nominating Committee meeting.</p> <p>2016 2/3rd Patron Lunch Table Host recruited.</p> <p>Family Presenters recruited.</p>
<p>By December 15, 2015</p>	<p>3rd Nominating Committee meeting.</p>
<p>January 1, 2016</p>	<p>LDS Administrative District pilot begins.</p>
<p>By January 15, 2016</p>	<p>District elections.</p>
<p>By February 1, 2016</p> <p>Change from plan approved by Executive Committee after discussion with Key 3's during fireside chat.</p>	<p>New district names adopted for the newly realigned districts.</p>
<p>December 31, 2016</p>	<p>LDS Administrative District pilot evaluation.</p>

APPENDIX A



HEART OF AMERICA COUNCIL BOY SCOUTS OF AMERICA

DISTRICT GROWTH, OPERATIONS, AND SERVICE ASSESSMENT TASK FORCE

OVERVIEW AND POSITION DESCRIPTION

Overview: At least once during each Council five-year, long-range plan it is important to assess the future growth of the Council and the best organization to serve the projected available youth of the Council service-area. The Council is divided into 15 districts, 13 geographic districts and 2 non-geographic districts. The geographic districts are defined by geographic boundaries, such as school districts, counties, cities, or towns. The non-geographic districts, Frontier and Exploring, are organized to serve underserved populations or other groups that may benefit from a unique district organization. Each district is served by a district committee that delivers Scouting to youth within the district by performing the four functions of Scouting, membership, program, finance, and commissioner service. The assessment to be performed involves consideration of the distribution of available youth and their demographics; the availability of qualified adult volunteers to deliver Scouting on behalf of the Council; and the availability of financial and other resources within the district to support the growth of Scouting and the delivery of the Scouting program. The task force is advised by the Council Vice President for Operations, the Council Vice President for Membership, the Council Commissioner, and the Director of Field Services.

Task Force Member Desired Qualifications:

- Understanding of the Aims of Scouting (character development, citizenship training, and personal fitness) and the Methods of Scouting (ideals of Scouting, patrol organization, outdoor program, advancement, association with adults, personal growth, uniform, and leadership development).
- Knowledge of the Council service-area.
- Willingness to attend 5 meetings of the task force on October 21, November 25, January 27, February 24, and March 18 from 3:30 – 5:00 p.m. Most work of the task force will be accomplished individually or in small groups between meetings of the task force according to the project time-line.
- Ability to accomplish assigned research assignments related to the demographics of various populations; city, town, or county growth projections and development plans; or collection of similar information that should be considered when assessing the best district alignment for the delivery of Scouting.
- Many volunteers have strong affiliation with their district. The assessment of district alignment may be disruptive of current district operations. Therefore, it is necessary for task force members to be discrete about their participation in the task force and the deliberations of the task force. Task force members must remember that the appropriate organization of the Council is a matter solely within the discretion of the Council Board and task force members identify options for the Board. Task force members should not comment about matters within the authority of the Board to decide, except as specifically authorized by the Board.

APPENDIX B

REJECTED OPTIONS FOR REALIGNMENT

REJECTED OPTION	REASON REJECTED
Realign DeSoto school district with current Pelathe district.	Perceived community differences, including demographics and socio-economics. DeSoto is more similar to Olathe/Gardner-Edgerton than Lawrence
Add Raytown to current Blue Elk district.	Would adversely affect the resources available to the new district formed from the current part of Thunderbird that lies within Jackson county.
Add KCK school district to current Pioneer Trail district.	Demographics are too dissimilar. Perceived problem crossing state line.
Add current Pioneer Trail district to Shawnee Mission school district.	Shawnee Mission has enough TAY and resources for a stand-alone district. Perceived problem with crossing state line.
Add Spring Hill school district to Blue Valley school district.	Blue Valley has enough TAY and resources for a stand-alone district. The formation of the LDS Administrative District permits both Olathe/Gardner-Edgerton/Spring Hill and Blue Valley to be two professional districts with a more equitable distribution of resources.
Realign current North Star with Kaw.	Potential mega-district that would be difficult to manage. Perceived problem crossing state line.
No Change	While this option may be the least controversial and require the least effort, it is not consistent with growing the council and allocating resources in the most effective way.

APPENDIX C

CRITERIA CONSIDERED

Natural Boundaries
Man-made Boundaries
State Boundaries
County Boundaries
School District Boundaries
Cultural/Ethic Areas

DATA CONSIDERED

Mid-America Regional Council (MARC) and School District Growth Projections
Population Dispersion
MARC Supplied Data

Diversity Index
Population Change
School Districts
Population Density

BSA Market Share Density Maps (Cub Scout, Boy Scout, and Venturing)
Staff Interviews
Current Units
Current Density
Current Volunteer Leaders
Current IIC
Current Field Professional Dispersion
Current Units by School District
Current Membership Demographic Data
TAY Demographic Data
TAY Income Profile

APPENDIX D

Frequently Asked Questions

- 1. Q: Will district names be changed? If so how will they be chosen?**
A: The Johnson County Districts, North Star, and Thunderbird have significant changes to their boundaries and district name will be changed. In addition, new districts have been formed within Johnson county, and the splitting of Thunderbird and North Star Districts. New district committees will select new name and submit to VP of Operations for approval prior to August 30, 2015.
- 2. Q: What will happen with programs that are currently being planned for fall, including camporees, Cub Family Campouts, adult leader trainings, etc.?**
A: All programs that are on the “legacy district” calendar for 2015 can still happen through the legacy districts. A review of the 2016 calendar needs to happen prior to September 30 so that updates to the 2016 calendar can be made and communicated to the units.
- 3. Q: How will this affect the 2015 Investment in Character Campaign?**
A: Goal is have 2015 IIC campaign wrapped up by May 27 Victory and no later than June 30. Campaign will be complete prior to implementation of new plan begins.
- 4. Q: How will 2016 goals Investment in Charter Goals be set?**
A: Starting July 1, past prospects/donors will be moved into new district structure and history for new districts will be formed. Goals will be set off that history. The council strategic plan calls for 7% increase in IIC annually.
- 5. Q: How will 2015 popcorn sale be affected?**
A: The 2015 popcorn sale will be supported by the “new” district structure and goals set accordingly based on history.
- 6. Q: How will redistricting affect 2015 Day Camp?**
A: It will not. Most day camps happen in June, prior to redistrict proposal would take place. For those district whose day camp is in July, the “Legacy District” structure will still support day camp.
- 7. Q: How will this affect the 2015 and 2016 Budget?**
A: 2015 events and activities will still be supported under the “Legacy District” budgets. 2016 budgeting process will be supported by the new district structure.
- 8. Q: How with district realignment effect re-chartering in 2016?**
A: District realignment will only effect re-chartering for units in Bates County and some LDS units. Units in Bates County will re-charter in January 2016, but will only pay for 11 months vs. 12. This will move their re-charter date to December for the following year and put them in the same cycle as Cass County. The same will be true for LDS units that currently have a January re-charter dates (those LDS Units in Kansas, Pioneer Trails, and Lone Bear).

9. Q: What will the 2016 District Dinners and District Award of Merits look like?

A: ~~This will be the 1st "District Event" based on the new district structure. Each new district will hold its Annual Meeting in December/January to elect new district committee, those officers will be installed at district dinner, and Award of Merit Recipients as voted on my new district's advancement and recognition committee. 2015 JTE will be based on new district alignment adding in IIC from Legacy District alignment (We will know what \$ came from where).~~

A: Note: Change in answer based on input from the fireside chat conducted with district chairs and district commissioners. The 2016 district dinners will be the final activity conducted by the "legacy districts". Legacy district advancement and recognition committees will select, approve, and present 2015 District Award of Merits. 2016 Key 3's and district committee members will be installed during January district committee meeting of the "new" districts. 2015 JTE will be based on new district alignment adding in IIC from Legacy District alignment. This also allows us to set "baseline" for 2016.

10. Q: How will the district realignment proposal effect OA chapters?

A: The Lodge Leadership is reviewing the realignment proposal and will be discussing plans at upcoming meetings of the LEC. A copy of their proposed plan can be viewed by clicking on the following link. <http://www.hoac-bsa.org/Data/Sites/1/media/board-of-directors/District-Realignment-Proposal-OA-Implementation-Plan.pdf>

11. Q: As a Unit Commissioner, how will this affect the units I serve?

A: It is important that we maintain the highest level of unit support possible during the transition process. In some cases, the units that a particular unit commissioner serves may end up in more than one district. As new districts are put together, new District Commissioners will review commissioner staff assignments and make unit assignment changes as necessary. During the 6 month transition phase, we ask that you continue to serve units as you have until these changes are made.

12. Q: Will the creation of the new LDS district, but still having units tied to "geographical districts" for program create a "serving two masters" situation?

A: No. The LDS district will serve units through its structure and support units accordingly. Units will be welcomed and encouraged utilize program resources of the geographic districts in which they live including day camp, roundtable, camporees, pinewood derby, adult leader trainings, etc. Volunteers may choose to volunteer in LDS district and/or geographic district based on their interest and available time.

13. Q: How will geographic districts be able to communicate effectively with LDS unit leadership to promote upcoming programs once units are pulled out to geographic districts to promote upcoming programs?

A: This will be accomplished in several ways. 1st. The LDS district will be broken up into sub-districts to align with the stakes of the LDS Church. Though the LDS district, local day camps, roundtables, camporees, training's, etc. can be promoted through the LDS district. 2nd. District Commissioners will have access to unit rosters through commissioner tools. 3rd. By keeping information up-to-date on district web-site, opportunities can be seen by all.

14. Q: How will the Order of the Arrow work within the LDS Districts? What chapter will I they belong to? Who will be responsible for elections?

A: OA members within the LDS church will belong to the OA chapter in their geographic area. That OA chapter will be responsible for running elections.

15. Q: Because districts are now aligned by school district's, what if I attend school in one school district and want to attend a unit in another?

A: No problem. Just as now, a person can join any unit they choose. All units are listed on BeAScout.org so a family can find a unit most convenient to them regardless of school district.

- 16. Q: Did the Task Force consider aligning DeSoto with a district other than Pelathe (Lawrence, Baldwin, Perry, and Eudora) and Olathe?**
- A: Yes the Task Force considered leaving aligned with Shawnee Mission, or forming a new district with Gardner/Edgerton. Although DeSoto borders Shawnee Mission for a short distance, DeSoto shares much larger borders with Olathe and Gardner/Edgerton. Our experience with Northern Tier shows that De Soto is considered by most to be remote from Shawnee Mission. Combining De Soto and Gardner/Edgerton would create a district that is too small in current membership and resources, even if combined with Springhill. The later option may be considered in the future if those areas grow significantly.
- 17. Q: Will the LDS Administrative District conduct its own Eagle program (packet processing and boards)?**
- A: Yes, though maybe not immediately.
- 18. Q: Might the re-alignment of districts adversely impact re-chartering in December 2015 and January 2016.**
- A: Yes, particularly if units and commissioners don't stay focused on getting re-chartering done on time. The Task Force considered various other times for implementing realignment, but all other options risked more significant disruption of program delivery and finance.
- 19. Q: Why did the realignment committee recommend breaking up the large districts of North Star and Thunderbird?**
- A: Several factors were discussed during the committee meetings as to the reasons for forming four new districts to replace the current two. The most important of these discussions is to increase volunteer opportunities and increase membership. By forming four districts, more opportunities exist for volunteers to take leadership roles in camping, activities, training, advancement, membership, fundraising and unit service. It also makes the role of those leadership responsibilities smaller and more manageable. For example, it is easier for a district commissioner to manage 40 units and 13 unit commissioners than 120 units and 40 unit commissioners.
- 20. Q: It's hard to find enough volunteers now to fill the North Star and Thunderbird District Committees. Won't it be harder to fill committees in smaller districts?**
- A: Recruiting volunteer leaders is always a challenge and an ongoing process. This is true in large district and small districts. People are more likely to take on small jobs vs. larger ones. People are also more likely to volunteer time to benefit their local area and community vs. neighboring ones. BSA provides us an excellent model for recruiting volunteers that has been proven successful for many years. The publicized creation of new district positions for volunteers will open opportunities to bring new volunteers to help relieve those who have labored for years in the same positions. The creation of new positions will also signal to prospective volunteers that there is a need for their service, a need not often apparently in older established districts where the same uniformed volunteers are routinely in charge.

21. Q: Aren't smaller districts at a disadvantage to larger districts when it comes to providing quality program and unit support?

A: The data does not support this. Both large and small districts in the Heart of America Council perform well in some areas and struggle in others. In 2014, all districts qualified for either Silver or Gold in JTE points. District size, taken by itself, was not a barometer for success (see charts below). As stated on page 4 of the proposal, advantages and disadvantages were discussed for small, medium, and large size districts. The committee identified more advantages related to smaller and medium size districts than to larger districts.

Cub Scout Advancement		Boy Scout Advancement		Opportunity to Join		UVTS	
Lone Bear	71.32%	Pelathe	57.78%	North Star	7.23%	Big Muddy	93.75%
Pelathe	70.57%	Big Muddy	49.62%	Twin Rivers	7.10%	Twin Rivers	45.45%
Pioneer Trails	69.79%	Thunderbird	48.41%	Lone Bear	6.96%	Lone Bear	40.81%
North Star	68.14%	North Star	48.35%	Big Muddy	6.91%	North Star	34.48%
Thunderbird	65.53%	Lone Bear	48.21%	Pelathe	6.06%	Thunderbird	33.33%
Big Muddy	56.23%	Pioneer Trails	44.23%	Pioneer Trails	5.78%	Pioneer Trails	33.33%
Twin Rivers	52.68%	Twin Rivers	35.24%	Thunderbird	5.13%	Pelathe	27.77%

Investment in Character		Webelos to Scout Transition		Day Camp Attendance	
Lone Bear	107.6%	North Star	60.1%	Lone Bear	44.5%
Twin Rivers	100.6%	Thunderbird	59.4%	Pelathe	41.7%
Pelathe	100.0%	Pelathe	48.9%	North Star	35.3%
Thunderbird	83.5%	Big Muddy	46.8%	Twin Rivers	34.8%
North Star	80.7%	Pioneer Trails	45.9%	Thunderbird	25.1%
Pioneer Trails	76.6%	Lone Bear	45.6%	Big Muddy	17.3%
Big Muddy	64.7%	Twin Rivers	40.0%	Pioneer Trails	13.4%

22. Q: Aren't the customs, traditions, and close affiliations of districts with a long history more important than any benefit to be obtained by realignment?

A: Customs, traditions, and close affiliations are very important. However, realignment to increase growth and to deliver Scouting to more youth must be our priority. We know from common experience that new districts will soon develop new customs and traditions, some reminiscent of old and others will be new. We also know that working for the common benefit of our community youth will cause us to establish new and strong affiliations while maintaining our old affiliations through our camping and our honor camping programs.

23. Q: How will Journey to Excellence (JTE) goals be set for the realigned districts for 2016?

A: Goals for geographic districts are set based on national and council guidance and performance of districts in the defined geographic area for 2015. For example, recruiting, fund raising, and unit performance are all easily identified by specific geographic areas based on unit location and Zip Codes. Goals for the LDS Administrative District will be set based on the performance of LDS units during 2015. JTE goals for 2017 will be based on performance of all districts in 2016.

- 24. Q. Can a unit “choose” what district they are in, especially in area of heavy crossover of youth between school districts?**
- A. No. District alignment is based on the address of the charter partner and the public school district in which the charter partner is located. This is for district service purposes only. A youth can join any unit they wish regardless of location.
- 25. Q. Why is school district alignment so important?**
- A. In the days of open school access, it was not. Our recruitment model was to hand out flyers, conduct boy talks, and invite youth to join. With more and more school districts limiting school access by only allowing electronic flyers and not allowing boy talks, different strategies are needed to invite families to join Scouting. Aligning our BSA districts with school districts permits the development of more effective strategies to promote Scouting in the local communities, while avoiding a conflict that can arise when two different BSA districts split a school district. With only one BSA district creating a strategy of recruitment of youth in an area, we have a cohesive recruiting plan for each given area/school district. This only effects Cub Scout membership in the near-term, but because 92% of all Boy Scouts come from Cub Scouts, in the long run it affects Boy Scout membership as well.
- 26. Q. I have volunteered on the district level for many years in a certain district. I have many friends and affiliations to that district and don’t want to change districts. Realignment changes the district that I am in, what can I do?**
- A. The fellowship of Scouting is very important and the reason many volunteers stay in the program long after their sons leave the program. As a district volunteer, you are welcome and encouraged to volunteer in the district that you choose best fits you regardless of where you live or where your “home unit” is located.
- 27. Q. If the committee started looking at district realignment in September, why were rank and file unit and district volunteers not asked their opinion until April?**
- A. The Heart of America Council Strategic Plan called for a committee to review current district alignment and to make a recommendation to the Board as to the best alignment to serve Scouting in the future. Committee members were chosen that represented all areas of the council and at all levels of service; Unit, District, and Council. Committee members were expected to set aside any personal bias or preference and make decisions in the best interests of Scouting and HOAC. The committee had to select a process for orderly review and development of its recommendation to the HOAC Board. The committee established deadlines for its work. The committee worked for 6 months considering numerous options, agreeing to some and rejecting others. “No Change” in the current alignment was always an option. The committee agreed to what they believe is the best proposal and provide the report to the Executive Committee (EC) of the Board that is currently being circulated for comment. The EC could have directed the committee to stop work and that no realignment would occur. However, the EC approved the report presented and authorized the work group to release the report and receive public comment for a period of 3 months through 5 fireside chats, 1 with the district Key 3’s, and 4 from any interested volunteer. All areas of concern will be discussed and evaluated before a final recommendation is made to the HOAC Board on June 26. Every district has a vote on the proposal through their district chairman and board members residing within their districts, many of which are actively engaged at the unit and district level as well.

28. Q. What evidence is there that breaking up large districts into smaller ones effects the desired results of more membership, more volunteerism, and more money raised?

- A. In 2000, the Heart of America Council broke apart the Santa Fe Trails District into the 4 districts we know today: Trailhead, Trails West, Northern Tier, and Red Tailed Hawk. Fundraising (IIC) has gone up 48% and the number of units has gone up 7.7%. Membership has gone down in the 4 districts 16%, but membership in the HOAC has declined 40% in the same timeframe.

APPENDIX E

Memorandum For: Kenn Miller, Council Scout Executive (Supreme Chief of the Fire, OA Tamegonit Lodge)
Thru: Mark Brayer, Director of Support Operations

Subject: OATamegonit Lodge Action Plan to Support 2015 Council District Realignment Proposal

1. The OA Tamegonit Lodge supports the Heart of America Council through cheerful service and promotion of camping activities. Best providing this support at the District level will entail re-organizing OA Chapters in Districts affected by the Realignment as well as establishing OA Lodge Chapters that will support newly established Districts. Chapters will be established in accordance with guidance provided in the OA Guide for Officers and Advisors (<http://www.oe-bsa.org/uploads/publications/GOA-2012.pdf>).
2. Once the final realignment plan is rolled out and approved by the HOAC Executive Board (planned for June 26, 2015), the OA Lodge Executive Committee will implement the following concept for conducting planning and preparations during July-September 2015, and implementation during October-December 2015:
 - Chapter 7 (North Star) will lead in planning, sponsoring and assisting with the establishment of a brother Chapter as the North Star District is divided into two districts along the Clay/Platte county line;
 - Chapter 5 (Thunderbird) will lead and Chapter 8 (Lone Bear) will support in planning, sponsoring and assisting with the establishment of two brother Chapters serving the two new Districts resulting from the realignment of Thunderbird and Lone Bear Districts.
 - The Lodge Key 3 will establish project team that reports to the Vice-Chief of Administration, consisting of the Chapter Chiefs of Chapters 3, 11, 12, 13 (Red-Tailed Hawk, Trailhead, Trails West, and Northern Tier), to reorganize from four Chapters into three Chapters that will support the three Johnson County Kansas districts that will result from implementation of the 2015 Council District Realignment Proposal.
 - For new Chapters, the Lodge Advisor (Skip McGurk) will appoint adult Arrowmen as transitional Chapter Advisors who will serve until the new District Committees are established and each District Camping Committee appoints its first permanent OA Chapter Advisor. These transitional Chapter Advisors will work with the corresponding Chapter 7, 5 and 8 Advisors in guiding the planning, sponsoring and assisting work done for establishing OA Chapters for the new districts.
 - For the Johnson County Kansas re-alignment, the Lodge Chief (Steven Ozaki) will appoint a youth project team leader and the Lodge Advisor (Skip McGurk) will appoint a project team adult advisor to guide the youth project team leader.
3. September 18-20 the OA Tamegonit Lodge conducts its OA Centennial Celebration fellowship weekend.
 - Troops (and Crews and Teams) will have campsite areas matching the Executive Committee-approved District realignment. These encampments will place the members of the OA Lodge with their fellow Arrowmen in their existing, realigned or new OA Chapters.
 - The OA Lodge will conduct its annual Lodge Officer elections for its 2016 leadership. Existing, realigned and new OA Chapters will either (a) conduct Chapter elections for their 2016 leadership or (b) set a date hold Chapter elections no later than November 22, 2015.
 - Realigned and new OA Chapters will select their Chapter names. Chapter numbers will be assigned.
4. Point of Contact is the OA Lodge Staff Advisor: Scott Weaver, Lodge Staff Advisor.