

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

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

**MARCH 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.

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

## **Recommended New District Alignment**

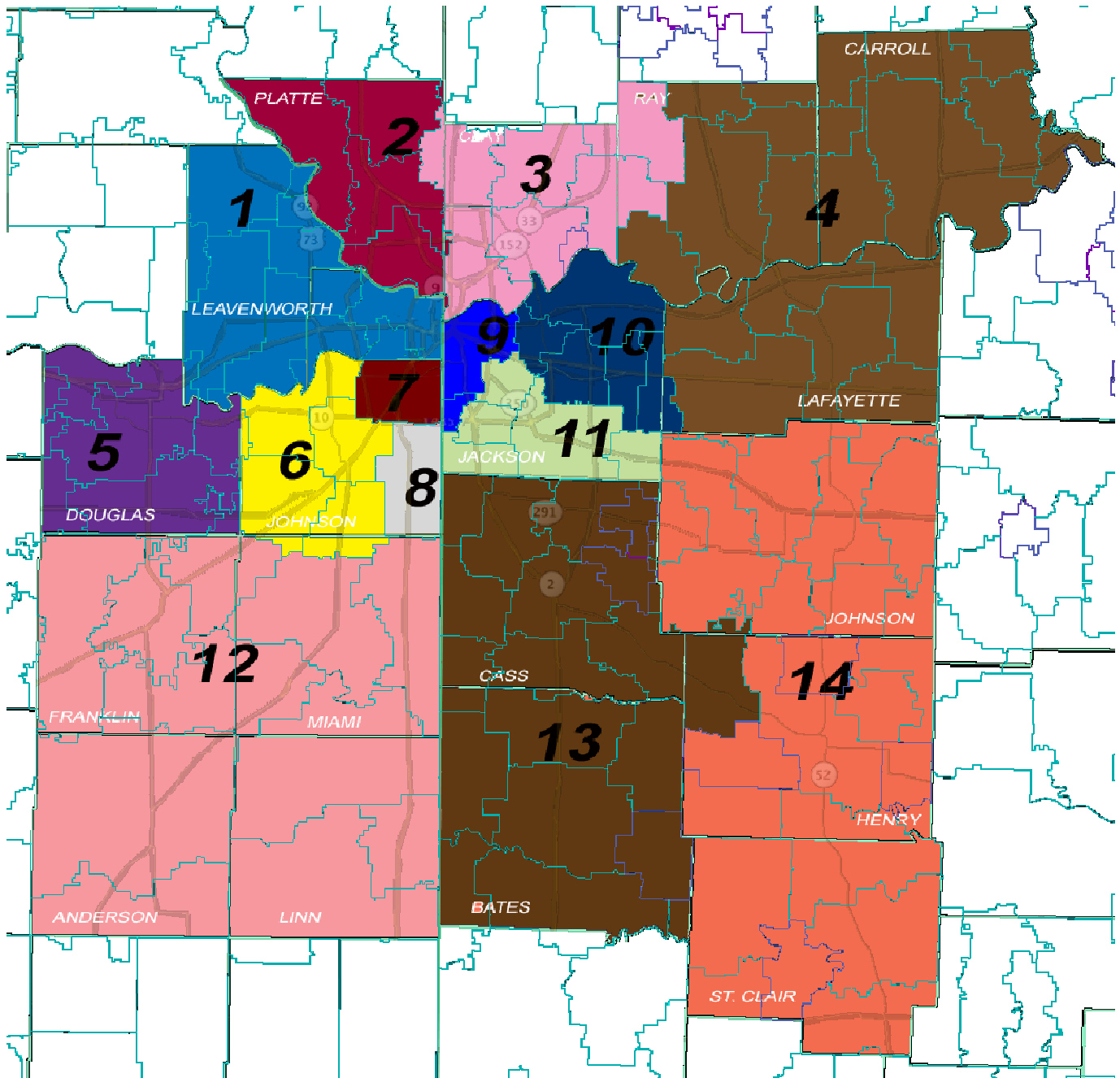
After reviewing maps obtained from the Mid-America Regional Council (MARC) and discussing the “problem areas” and the data/criteria listed in Appendix C, the Task Force reviewed three “Strawman” proposals and discussed the merits, advantages, and disadvantages of each. We then created a “Tinman” proposal 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.**

March 27, 2015	Share proposal with professional staff at staff meeting.
April 2015	Legacy District Key 3 meeting to share plan with district chairs and commissioners to solicit input.
April/May 2015	Fireside chats in North Star, Thunderbird, and two in Johnson County to share plan and solicit input.
June 2015	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).
June 26, 2015	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.
July 2015	<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"> <li>• 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.</li> <li>• ScoutNet updated to reflect new structure</li> </ul>

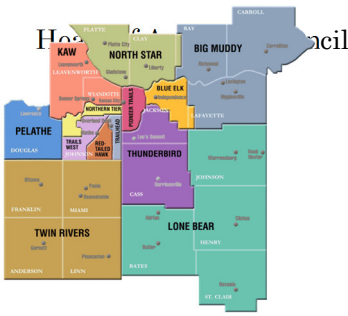
August – September, 2015	<p>School Night Campaign. Special attention paid to use and engage volunteers under Legacy District alignment and professional assignments as much as possible to minimize disruption.</p> <p>IIC Campaign reorganized in Blackbaud to organize under new structure to permit setting 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><b>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.</b></p>
By September 15, 2015	<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>
By October 15, 2015	<p>1st Nominating Committee meeting.</p> <p>2016 Community Chair and 1/3<sup>rd</sup> Patron Lunch Table Host recruited.</p>
By November 15, 2015	<p>2nd Nominating Committee meeting.</p> <p>2016 2/3<sup>rd</sup> Patron Lunch Table Host recruited.</p> <p>Family Presenters recruited.</p>
By December 15, 2015	<p>3rd Nominating Committee meeting.</p>
January 1, 2016	<p>LDS Administrative District pilot begins.</p>
By January 15, 2016	<p>District elections.</p>
By February 1, 2016	<p>New district names adopted for the newly realigned districts.</p>
December 31, 2016	<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**

<b>REJECTED OPTION</b>	<b>REASON REJECTED</b>
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