



**SUCCESSFUL UNITS
STRONGER RELATIONSHIPS
GREATER SERVICE**



**ORANGE COUNTY COUNCIL
NEW DISTRICT OPERATIONS STRATEGY**



“IF YOU DISLIKE CHANGE, YOU'RE GOING TO LIKE IRRELEVANCE EVEN LESS.”

Randall Stephenson, AT&T CEO and President of the Boy Scouts of America, has a quote on his office wall from Eric Shinseki, former secretary of the Department of Veteran Affairs. It reads: “If you don’t like change, you are going to like irrelevance even less.” In a dynamically changing world Mr. Stephenson recommends that our product, our delivery and our leadership must adapt to the changing demographics of our country without changing BSA’s core mission or values.

It is no secret that the complexity of the Scouting program, the demand for better customer service and limited volunteer time is impacting the overall experience of our members. Both young and old, new or tenured, our members have insisted that our current business model needs to change to be more responsive to units.

WE HEAR YOU!

SO HOW DO WE TURN THINGS AROUND?

The Orange County Council has been listening to and working with volunteers to identify ways to make Scouting less complex and ease the burden of our volunteers. The primary question has been “How can we help units succeed?”

A key finding of this study was the misunderstanding of the role of the District Executive and the relationship with individual units. Since the founding of Scouting, the job of the professional Scouter is to inspire, recruit, train and support district adult volunteers who provide direct unit service. A District Executive is an employee who is responsible for developing and maintaining Scouting in a geographic territory. The job often involves long and irregular hours. Our field staff members are typically in the community, and not behind a desk.

A District Executive spends most of his or her time working with district volunteers to achieve the objectives of the Council in membership, finance, program and unit service. Few volunteers spend time meeting the council operating budget, so the task is often relegated to the field staff. A new model is needed and we are excited to introduce it here.





BSA MISSION

Prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law.

VISION

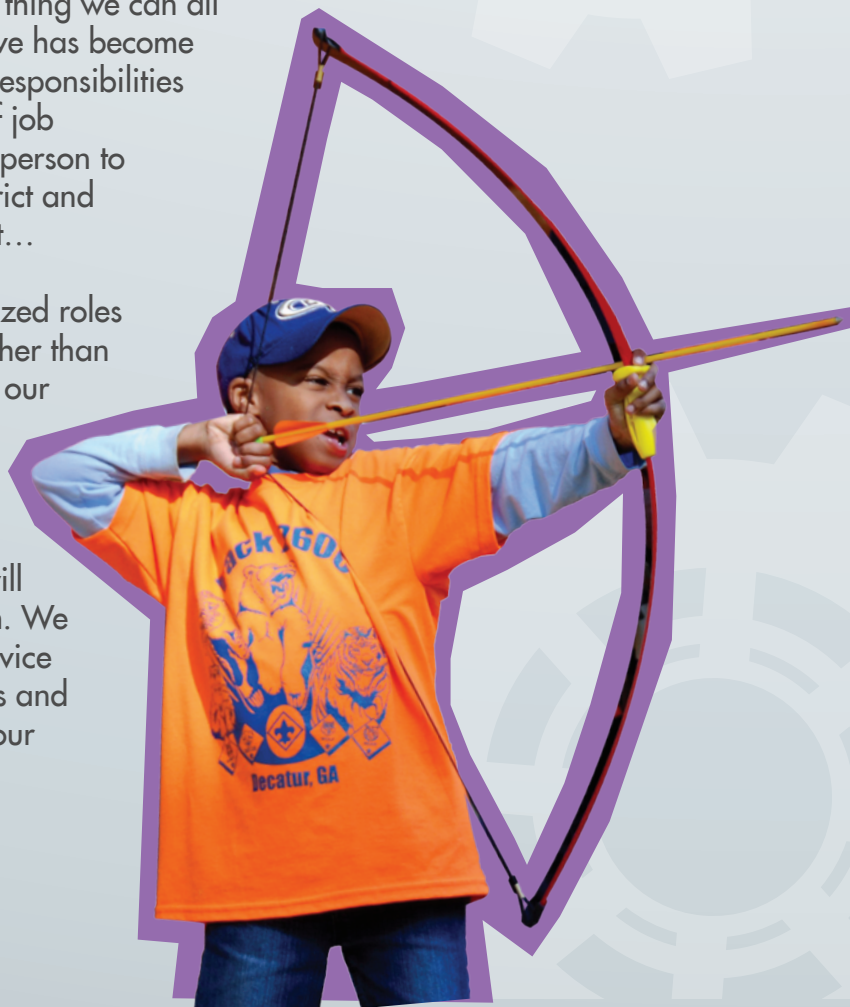
The Orange County Council Boy Scouts of America prepares every eligible youth in Orange County to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law.

IT'S A NEW DAY IN SCOUTING

The Orange County Board of Directors has adopted a new district operations model to ensure that we deliver direct customer service and support to our unit leaders and families.

First, we have eliminated the practice of having one District Executive per district. That's right, we have eliminated the practice of having one District Executive per district. If there is one thing we can all agree on, it's that the role of the District Executive has become overwhelmingly complex with more and more responsibilities being added, along with higher expectations of job performance. It is unrealistic to expect any one person to successfully keep up with all the needs of a district and its volunteers. Which brings us to our next point...

We have restructured the field staff into specialized roles for the job. By taking a specialist approach (rather than a jack-of-all-trades approach) we are enabling our District Executives to focus on the important ways to help units succeed: Membership Development, Fund Development and Unit Program. Three teams have been formed, one for each category, and every unit and district will now have three District Executives to serve them. We are confident that this new approach to unit service will produce more overall success for our Scouts and their units. This model will ease the burden for our volunteers at the unit, district and council level.





EACH UNIT AND DISTRICT WILL HAVE 3 EXECUTIVES - ONE FROM EACH OF THESE TEAMS:



MEMBERSHIP DEVELOPMENT

The goal of this team is not only to help units grow and retain more youth, but also to offer dedicated service to unit sign-up nights, organizing new units, improving chartered partner relationships, work with schools, civic clubs, churches and other membership-related events. Without members, there is no BSA, so this team has a very important job to do!

Key Volunteer Relationships

- Unit Membership Chair
- District Membership Chair
- District Spring and Fall Enrollment Chairs
- District New Unit Coaches



FUND DEVELOPMENT

We want to provide your kids with incredible program, but that cannot happen without funding. We're not just talking about raising funds for the Council, but also helping your unit get the most out of its fundraising endeavors! The Fund Development team is here to help with your annual budget, planning and paying for your ideal year of Scouting, assisting in unit related finance questions and much more.

Key Volunteer Relationships

- Unit Treasurer
- Unit Friends of Scouting Chair
- Unit Camp Card Chair
- Unit Popcorn Chair
- District Chair
- District Nominating Committee
- District Finance Chair
- District FOS Chair
- District Camp Card Chair
- District Popcorn Chair



UNIT PROGRAM

Is your unit getting the most out of Scouting? The Unit Program team is designed to help you get there. Focusing on Journey to Excellence, unit leader training, and overall unit health, the Unit Program team is key to making your Scouting journey the best it can be. The Unit Program team also works closely with the Council programs group to ensure district activities are adequately staffed.

Key Volunteer Relationships

- Unit Key 3 and Unit Committee
- District Commissioner and Staff
- District Advancement Committee
- District Outdoor Programs Chair
- District Leadership Development Committee
- District Webmaster





STRONG UNITS BEGIN WITH A STRONG KEY 3

A strong unit has a strong unit Key 3. The unit Key 3 is comprised of the unit committee chair, the unit leader, and the chartered organization representative. The unit commissioner serves as an advisor and coach.

The Key 3 addresses unit challenges, checks on Journey to Excellence (JTE) status, and adjusts program and administrative elements to ensure unit progress toward JTE. The unit Key 3, along with the unit commissioner, reviews the health of the unit and makes recommendations to the unit committee to strengthen its service to youth. The new District Executive specialist model allows the unit to direct specific needs, such as program support, training, recruiting leaders and organizing committees, to the appropriate executive for timely assistance.

Here are some advantages to having a strong Unit Key 3:

The unit Key 3 is designed to meet in between the monthly unit committee meetings. In today's fast-paced world, waiting a month to make a decision can be too long.

In addition, it is obvious that a smaller group is easier to schedule and work with when doing research, problem solving, or reviewing JTE progress.

The regular committee meetings are still needed, but the unit Key 3 can take some of the burden off those committee meetings so that more can be accomplished in a shorter time. And today, time is a precious element and a factor in volunteer participation.

Efficiency is important, but probably the biggest advantage to using a unit Key 3 is the strengthening of the relationship between the chartered organization and the unit. With the chartered organization representative as part of the Key 3, the awareness of the unit's challenges and successes creates an atmosphere of mutual help and support.

WORKING TOGETHER

UNIT

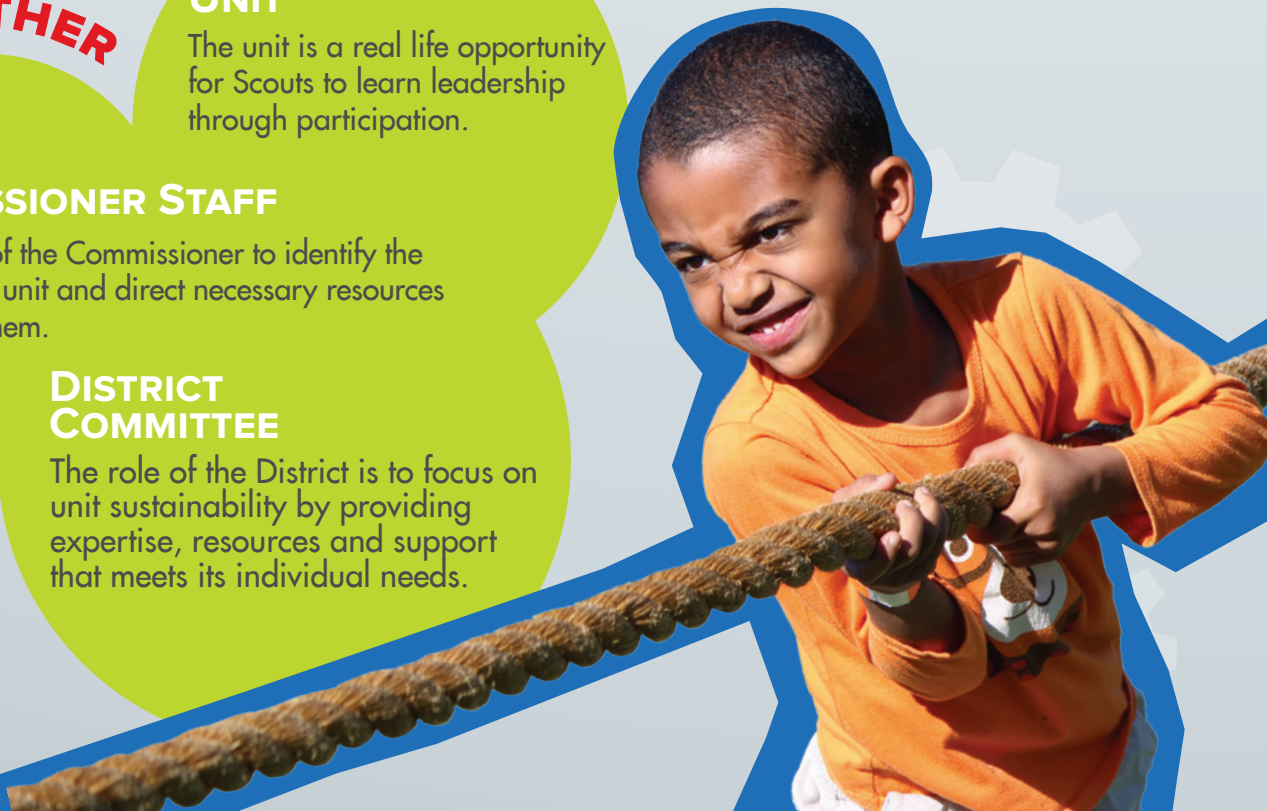
The unit is a real life opportunity for Scouts to learn leadership through participation.

COMMISSIONER STAFF

It is the job of the Commissioner to identify the needs of the unit and direct necessary resources to address them.

DISTRICT COMMITTEE

The role of the District is to focus on unit sustainability by providing expertise, resources and support that meets its individual needs.





PROGRAM DELIVERY – THE 4TH TEAM



JULIE ANDERSON
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In addition to the new field teams, the Council has also organized a fourth team dedicated to assisting district level programs and activities. Under the leadership of Julie Anderson, Council Director of Activities, the program delivery team will bring together individual district event chairs to form a single committee whose ideas and best practices can be shared, along with resources and manpower. Julie and her team will work closely with each district to ensure logistics, budgets, promotion and staffing are in place for district activities. Julie oversees Day Camp, Camporee, Camporall, and Scouting for Food. For District Trainings and Dinners, please reach out to our Unit Program Team.



ANDREA WATSON
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Andrea Watson, Director of Outdoor Adventures, oversees the Council's four premier properties: Irvine Ranch Outdoor Education Center, Newport Sea Base, Schoepe Scout Reservation at Lost Valley, and Oso Lake Scout Camp. The Outdoor Adventures team works to maintain and deliver quality outdoor experiences in a safe and fun environment.

By taking a proactive approach to streamline program we will be better prepared to give our Scouts and Leaders what they need while producing a quality outcome for all. Together with our Council program volunteers, the Program Delivery team will strive to deliver the finest outdoor adventure for all our members.

DISTRICT SERVICE

Another change you can look forward to is improved communication between District Committees and Commissioners. The focus of these district volunteers will be on leading indicators rather than end results when it comes to improving program delivery. We are taking a new approach to managing processes and Journey to Excellence goal achievement. In an effort to maximize volunteer time to produce better outcomes, there will be fewer District Committee meetings; allowing volunteers and staff to meet directly with units and provide the support they need to succeed.

IMPROVING THE WAY WE SERVE YOUTH

It may seem like this is a lot of change, and perhaps it is, but we are prepared to take on the challenges ahead. We want to deliver a quality program to more youth in Orange County and, after much deliberation, we are confident that it is time to take this leap and chart a new course for Scouting in our Council.

As always, we are here to help with any questions or concerns you may have. Please feel free to contact any of our District Executives listed on the next page or call our office at 714-546-4990. We are looking to you, our volunteers and leaders of the Scouting movement, to help ensure a bright future for our Scouts, their families, units, and the Orange County Council.

MEET YOUR NEW TEAM

DISTRICTS

NORTH COUNTY

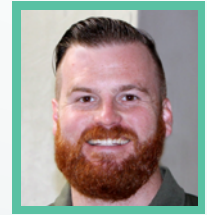
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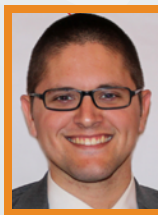
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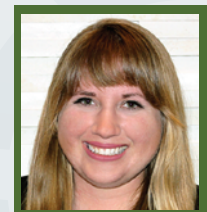
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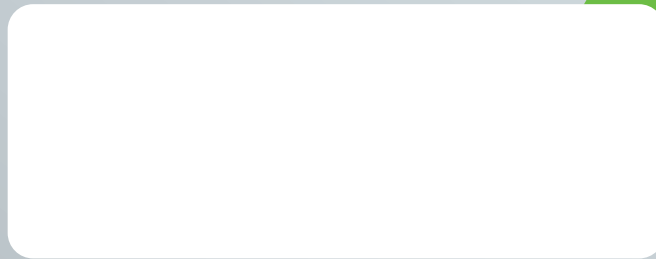


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WE'RE IMPROVING THE WAY WE SERVE KIDS.



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