

2019 ANNUAL SUMMARY 2020 VISION and BEYOND SCOUTING IN SPIRIT OF ADVENTURE COUNCIL



20/20 Vision: The Spirit of Adventure Council's Strategy in Addressing Scouting's Challenges

Milton, MA - Standing outside the camp office in Milton, MA local Scout Executive Chuck Eaton of the Spirit of Adventure Council reflected on the rebirth of Camp Sayre and the 7-year transformation process into New England Base Camp.

"A combination of decisions made over a decade ago led to the creation of the Eagan Center and an indoor pool. Neat idea, but the financial realities of running this building on a business model that was tied to hope more than facts forced some tough decisions. That caused us to engage the community and completely revisit the business model of an organization that nobody conceptualized as a business" said Eaton.

Metaphorically, the transformation of New England Base Camp may sum up Scouting as a whole as it enters 2020. Long admired nationally as a premier youth development organization, the national headlines have been less than 'Kind' to the BSA.

"Nationally the BSA was slow to recognize some societal changes and how they affected membership and support. And in fairness, it is a national organization whose units are sponsored by a variety of community organizations across a country that is rather divided on some of these issues" said Eaton.

As Scouting enters 2020 and its 110th year of operations, the Spirit of Adventure Council is looking to double down on some of its recent local successes that have been won despite some very strong national headwinds that include bankruptcy reorganization.

Timeless Values

"A Unit Charter is a license for a community organization to sponsor a Scouting program, the key purposes of which are highlighted in bold print" said Spirit of Adventure Council President Peter Brennan. "They are printed in all caps as well so there is no mistake. CHARACTER DEVELOPMENT, CITIZENSHIP TRAINING, and PHYSICAL FITNESS. It is hard not to support those three organizational aims when we look to how we would like to see the next generation grow".

"Being a Scout still means a lot in the public's eye" said Jeff Reynolds, incoming SOA president. "When a Scout earns Eagle, it is a big deal that is celebrated by an entire community. I have yet to hear someone say 'so what' when they find out I am an Eagle Scout. People still recognize the value of Scouting."

The methods for how the BSA delivers on those aims and delivers on that value has not necessarily gone through wholesale changes, nor is it expected to. "The curriculum of Scouting is one of the best you will find as it relates to youth development" said Eaton. "The curriculum is what is written in the books for requirements that shape that development process. What is changing is the markets that curriculum serves and how it is applied by families that use it to help raise each other's kids".



Family Matters

“I was slow to see the strategy” said Jeff Reynolds, the incoming Spirit of Adventure Council President. The Spirit of Adventure was born out of a 2015 merger of two councils serving eastern Massachusetts. Geography wise, its footprint stretches

from Quincy to NH, over to greater Lowell, and back down to Milton.

“The core of our strategy is that those three aims of Scouting are not exclusive to males or traditional families. Any youth can benefit from the three aims of Scouting, and can have a fun and rewarding experience through our curriculum. The trick for us is supporting the units, families, and Scouts better than we have done as a council in the past” said Reynolds.

Changes in the BSA membership policies have led the national organization to being more open and inclusive. “Membership growth and diversity stand atop our strategic plan” said Eaton. “Long before the national organization adopted the inclusion of gay individuals in Scouting, we had a local non-discrimination policy. The national organization making their changes have certainly allowed our Council to serve our communities better. Removing the gender boundary and restrictions on sexual preference have made it far easier to engage all families and keep them engaged as time goes on and the children mature into young adults”.

Safety First

Walking around the New England Base Camp campus, risks are everywhere. Attendees vary in age from 5 to 85 and can take part in activities such as archery, BB gun shooting, ropes and challenge course, tomahawk tossing, rock climbing, swimming, fire building, axe work, and many of the traditional Scout activities that can make a concerned parent spin out of control in full helicopter mode.

And while there are occasional mishaps, Eaton claims New England Base Camp is probably one of the safest places in the Boston area and perhaps the country. “We had over 30,000



visitors to this camp last year. Not all of them Scouts either” Eaton explained. “Anyone can show up for our open program days and get a taste of what the Scouting curriculum is like. We’ve hosted numerous youth groups that have taken advantage of our cabins and proximity to Boston, and even professional sports teams that have used the high adventure course as part of its team building exercise with rookies.”

Spirit of Adventure has also partnered with a swim team, home school networks, and other non-Scouting groups to drive revenue opportunities at New England Base Camp. Yet despite the volume and diversity of attendees, the incident reports filed at the camp are fewer than a traditional summer camp setting according to Eaton.

“With all of the people that are walking around, it is more difficult for rambunctious youth campers to find trouble”. Further, the camp is professionally staffed with a combination of paid and volunteer staff that all have to go through rigorous training and background checks. The latter point was one that led to a deeper discussion.

Youth Protection

The national BSA organization is embroiled in a reorganization plan that will likely include bankruptcy protection and the creation of a victim’s fund to handle sexual abuse claims that have haunted the organization for years.

Much like how the financial realities of operating the Eagan Center at New England Base Camp led difficult changes in Scouting for the local Council, a decline in national membership (exacerbated by the decision by the Mormon Church to end their affiliation with the BSA) heightened the need for the BSA to seek sustainable path forward. “Without going to deep into the issues, the cost of insurance to cover the legal processing of past abuse claims keeps climbing and the declining membership numbers has made the existing path unsustainable” said Eaton.

“Youth protection protocols are non-negotiable” said Reynolds. “I had this discussion with a long-time volunteer the other day. He was lamenting about the registration hoops he has to jump through versus where they were a few decades ago. Sorry: We appreciate what our volunteers do, but there is no exception. In fact, we need to continue to improve our practices and increase our reporting culture”.

Scouting, and society in general, may have been slow to address youth protection abuse issues. But advances in youth protection practices that began in the 1980’s have made a significant difference in reducing abuse instances in Scouting.

Key to our improvement has been training and awareness. All volunteers are required to go through regular BSA training on youth protection, and submit to state and federal background checks. Youth are also trained through programs such as the Cyber-chip program to increase their ability to stay safe in the digital age.

“We’ve made a lot of progress locally and nationally, but until it ends entirely there will be no stop in improving our processes and controls around youth protection” said Brennan.

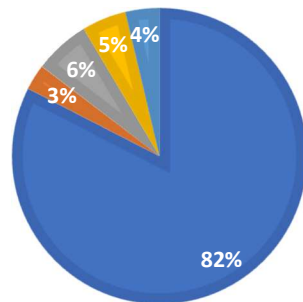
Diversity of Membership

Unlike some of the past restrictions on sexual preference, there have been no formal racial barriers in Scouting. Yet Scouting has been predominately white despite efforts to diversify.

To be relevant to the communities they serve Eaton states that the Spirit of Adventure Council needs a membership base that better reflects its geography's overall demographics. "Youth development is our business" said Eaton. "And looking at it as a business, you dig deeper into the markets you serve, how you serve them, and how successful you are at it. We have a lot of opportunity in this area".

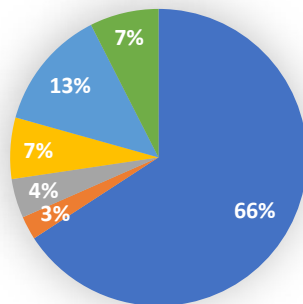
2017 ETHNICITY IN SCOUTS

■ Caucasian Male ■ African American ■ Hispanic / Latino
■ Asian American ■ Other / Non Response



2019 ETHNICITY AND GENDER IN SCOUTS

■ Caucasian Male ■ African American ■ Hispanic / Latino
■ Asian American ■ Other / Non Response ■ Girls

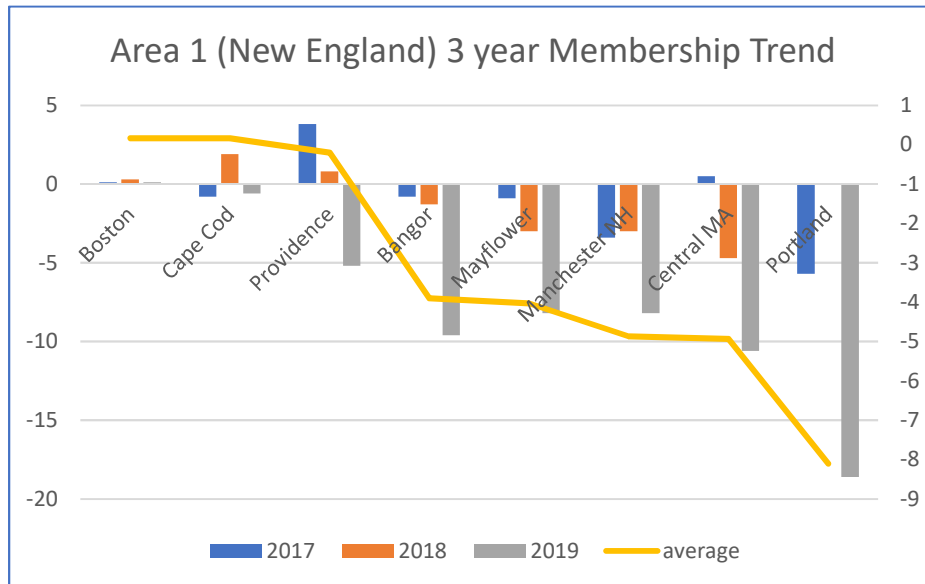


Eaton explained that efforts to be more diverse have led to tangible results. "Our council is 9% more ethnically diverse and 7% more gender diverse than we were just 2 years ago. We learn a lot every time we enter a new market, fine tune our approach in serving that community, and keep trying to move this ball down the field. One key lesson is that while the curriculum and aims are very transportable from one demographic to the next, the delivery of that curriculum is most successful when the method chosen is aligned with that group of family's needs. It is not a one size fits all approach, and success is measured differently".

Diversity does not happen by accident. The Spirit of Adventure Council has a

professional that is responsible for diversity in Mariama Sano. And the recent appointment of Reinier Moquete, CEO of Aquent to the Executive Board immediately improves connections into Spanish speaking communities in Eastern Massachusetts. The Board nomination committee keenly focused on adding talent in reaching underserved communities.

NOTE: The increase in "other / non response" is caused by increases in immigrant communities, registrations deficiencies and flaws in the multi-racial question on the optional survey. Girls of any ethnicity are counted in the "girl" category.



The Strategy in Practice

Not long after the merger in 2015, the Council began to engage the leadership of Islamic Society of Boston Cultural Center about using Base Camp for their youth program. It led to the establishment of 3 units that host about 100 youth, who have gone on to attend weeklong summer resident camp. Over the

following two years the council added several additional Scout units at Mosques around Massachusetts.

“Key here was being open to the public. This group had a chance to test drive the curriculum and have some fun. Once they did, they were hooked” said Eaton. “The easiest way to do more of this sort of stuff is to be part of a unit that is dedicated to the program. Our Council wants to make sure that they have access to the right adventures to suit that unit’s needs”.

Being able to support units through the progression of needs with program offerings and service delivery centers is a key consideration. While New England Base Camp receives a lot of attention given the year-round foot traffic, the rest of the properties portfolio is critical in the overarching strategy.

A series of mergers led to an accumulation of properties that Reynolds calls “Less than ideal” in supporting the program needs. “In what we have branded the Northern Nexus, we own three separate traditional summer Scout Camps in a 10 mile radius. Our summer need realities suggest we can optimally run one. What do we do with the others?”

Wah-Tut-Ca Scout Reservation in Northwoods New Hampshire serves as the Council’s primary summer resident camp, serving over 1,000 summer campers each year. “The camp has some features that make it the logical candidate for our summer programs. From an expansive

The Boston Globe



Tawhida Khaifan, 6, loaded an arrow onto her bow during an archery lesson Saturday as part of Islamic Day activities at New England Base Camp, a center for Boy Scouts and Girl Scouts in Milton.

Scouts are honoring Islamic tradition

By Nicole Fleming GLOBE CORRESPONDENT MAY 21, 2017

MILTON — Dozens of children navigated the ropes courses, chucked tomahawks at targets, and cheered as they shot bows and arrows for the first time. The Bow and ...]

waterfront, to some relatively new buildings, to what seem like simple things in flush toilets in the campsites. Wah-Tut-Ca has a pretty loyal following that camps there” said Reynolds.

Parker Mountain was closed for summer operations years ago, and subsequently leased to Beam Camp by the former Boston Minuteman Council. “The arrangement preserved the camp, reduced the carry cost for the Council, and actually created a small but no effort revenue stream”.

Just a couple miles away sits T.L. Storer Scout Reservation. With years of declining attendance and deferred maintenance issues, the Executive Board made the difficult but necessary decision to cease summer operations for 2020 for at least three years. “The camp was operating well below capacity last summer for two weeks, and the third week had just over 60 campers. It was hard to justify paying to open the camp over a week and close the camp over a week to serve our market for just two weeks” said Reynolds.

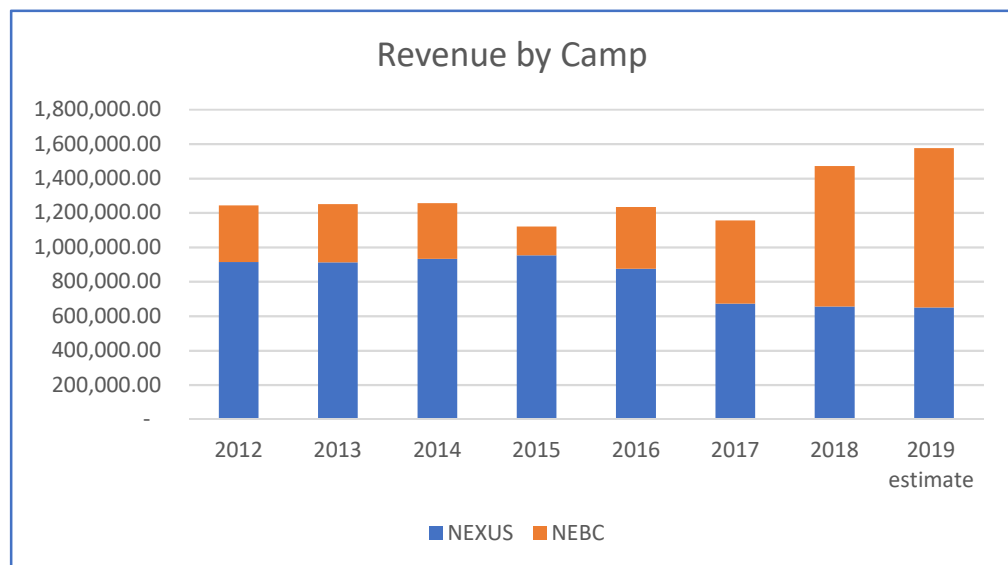
What lies ahead for Storer in the more immediate term is finding a tenant for the summer and year-round program support. The Council launched a series of winter program weekends that sold out within days of being offered. “Storer’s long-term plan is being formulated. I love that place and have spent many summers there” said Reynolds. “The short-term plan gives us some flexibility to better form the strategy and free resources to support other programs that are in demand.”

Lone Tree Scout Reservation in Kingston New Hampshire is the last of the summer camp properties that requires some thought. “The camp used to serve Scouting as a small summer camp” said Reynolds. “It’s time in that space ended back in the

early 1990’s. We’ve tried summer Cub camping and other programs there, with varying degrees of success. It has a number of deferred maintenance issues that have to be addressed. And still we sit here entering 2020 trying to define what its strategic importance is to the Council.”

Lone Tree is a little under an hour from many North Shore towns, but for many that seems as close at the polar cap when looking at a day activity for Cub Scouts. “There are many that think that we best served by divesting of the property. To be honest, I am not in that place yet” said Reynolds.

“Once an asset like this is sold, it doesn’t usually come back. I refuse to believe that a waterfront sitting property that is so close to northern Massachusetts and New Hampshire’s seacoast can’t serve Scouting



better. But the timeline for finding that answer needs to be addressed sooner versus later". Reynolds says that process is a top priority as he enters the President's role.

Expansion and a Rebirth

While the success at New England Base Camp in Milton has exceeded expectations, its location southwest of Boston makes it difficult for units north of town. "Boston traffic has been ranked the worst in the country" said Reynolds. "I travel a lot for work, and I can certainly understand that claim".

Fairly recently, Eaton entered into discussions with the DCR, All Mass Camps and the Stoneham Boy's and Girl's Club to partner to run program at Camp Nihan in Saugus. The camp borders the expansive Breakheart reservation, and was once owned by the Lynn Scout Council. Sold in 1972, it has always remained on the periphery of Scouting with units camping there. That discussion led to an exciting opportunity to serve more youth with the curriculum of Scouting and meet a market need that is not a guess.

"When we moved our Scout Shop and office in Woburn, we acquired some indoor space to provide year round merit badge program in what became Base Camp Express" said Eaton. "While we approached it like a soft opening, the programs sold out within hours of being offered. This and a lot of discussion among volunteers led to an easy conclusion that a Base Camp North would be in high demand"

Negotiations have taken a little longer than anticipated. "It involves three non-profits and the state" said Eaton. "But we remain confident that we will launch this spring". The property features a pond, some well-maintained buildings and cabins, and all the key features Council leadership feels it needs to succeed as a Scouting program delivery center. "It is minutes off Route 1 in Saugus, close to Route 93, but yet feels like you are miles away from the city in the middle of nature" said Eaton.

Brennan, who for years was the Chair of the Council Finance Committee before becoming President, noted the low level of capital investment makes the arrangement particularly attractive. "We are going to be moving some program elements from other properties, and because we are not the land owner that will keep the carry costs of program provision low".

Said Eaton "It is a win win/ win. The Boy's and Girl's Club will leverage our expertise in providing outdoor program. We solve a strategic need in a very cost effective manner. And the state sees a resource in Nihan get a lot more utilization in serving youth, which is part of the reason they acquired it in the first place".

Who says you can never go home?

New Board Members for Spirit of Adventure



Reinier Moquet, CEO Advoqt



Dr. Amy Warren



Hal Munger AIA



David Clayman, CEO, 12 Points Wealth Advisors

Each of these talented individuals will be joining the board of Directors in January 2020. They bring unique and value professional skills as well as a varied backgrounds and perspectives on youth development, non-profit management, communication and facilities.

Reinier Moquete is CEO at Advoqt Cybersecurity -- Advoqt delivers penetration testing, cloud security, and incident response via consulting, systems integration, and proprietary tools. A social entrepreneur, Reinier is engaged in a number of civic activities and is founder for CyberWarrior Academy, a Cybersecurity training and career pathway program. His Dominican Republic heritage and life experiences as a high-risk youth drives Reinier's commitment to diversity in tech, philanthropy, and to always make time to meet with rising professionals and provide guidance on how to excel in the technology industry.

Amy Eva Alberts Warren, Ph.D. is an applied developmental scientist, author, and practitioner. For the last two decades, her research and writing has centered on positive human development within diverse family systems. She earned M.A. and Ph.D. degrees in Applied Child Development at Tufts University's Eliot-Pearson Department of Child Study and Human Development, studying developmental systems theories and positive human development, and working at the Brazelton Institute, Children's Hospital Boston, as Research Data Coordinator for their Early Intervention Study. Her post-doctoral work centered on the development of love and compassion toward the whole of humanity – what is known as great love-compassion. She was Project Director of the John Templeton Foundation (JTF)-funded study, The Role of Spiritual Development in Growth of Purpose, Generosity, and Psychological Health in Adolescence and examined spirituality in the context of humanitarian aid for the Feinstein International Center. Complementing her research on positive human development, she has supported families throughout the childbearing year and beyond as an infant and child development specialist, Certified Postpartum Doula (DONA International), and Certified Lactation Counselor (Academy of Lactation Policy and Practice).

Hal Munger AIA, LEED AP, Associate at Elkus Manfredi Architects, has made tremendous contributions to a diverse array of building and master plan designs—from large, high-profile new construction to small-scale preservation projects. The graduate of Notre Dame University's School of Architecture so nimbly transitions between projects that he's been tapped to work on many important projects in his 11 years at the firm. His leadership of the firm's community service program allows him to exercise leadership as he leads teams and works with clients to develop viable and thoughtful solutions. In particular, he's been instrumental in introducing diverse communities in the Boston area to the fields of

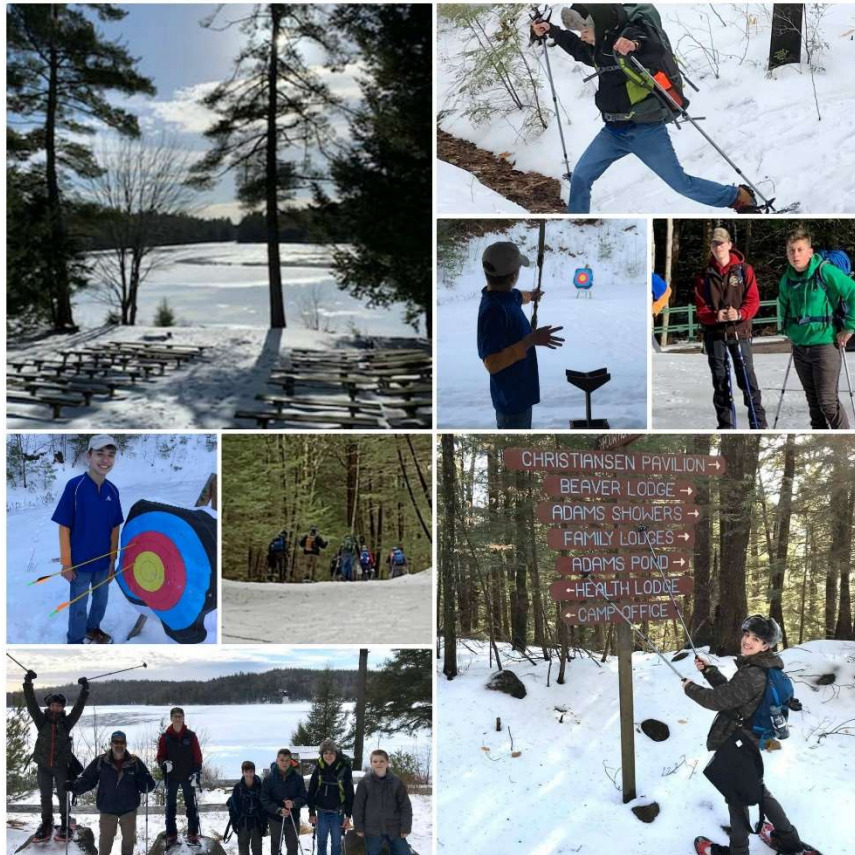
architecture and design, groups that might not otherwise have had access to learn about these professions. As a youth, Hal earned his Eagle Scout as well as all the merit badges offered at the time.

David Clayman, Co Founder and CEO Twelve Points Wealth Management - Dave began his career in financial services at Paine Webber, now UBS Financial Services, where he developed his passion for the markets and trading. Over the next twelve years he became a Financial Advisor and Sr. Vice President of Investments. He spent the next five years working for Morgan Stanley, where he grew to appreciate the value of providing in-depth financial planning services to clients to help them focus on their goals and protect their wealth. For the 5th year in a row he received the Five Star Wealth Manager award, which appeared in Boston Magazine.

Twelve Points Wealth Management (TPWM) offers a unique global view of the financial markets. As an independent RIA, every advisor at TPWM has the freedom to do what is in the client's best interest without having to worry about sales quotas or proprietary products. Personally, Dave often mentions the proudest moment in his life was when he became an Eagle Scout at the age of sixteen, so it should come as no surprise that he co-created a financial services firm based on the twelve principles of Scouting. Chief among those attributes are trustworthiness, loyalty, kindness and helpfulness.

2020 Vision

2020 vision suggests optimal clarity when viewing what is in front of you. The reality for the Spirit of Adventure Council is that while it has made the strategic shift it feels will set it up for long-term success, there are a lot of blind spots when it comes to how the national organization will reposition this year.



“As the incoming President, how the bankruptcy reorganization will unfold is top of mind when it comes to concerns” said Reynolds.

The national council made its first move in the process appointing Roger Mosby as its new CEO and President on December 29th. Mosby has a Scouter background but is not a professional Scouter by trade. His background is in the energy industry, and brings a wealth of experience in leading people through organizational change within changing industries. He is being viewed as a change agent, for what has been and will be a painful process.

“There is nothing but pain in this process” said Eaton. “Foremost, we all feel the pain of the victims of abuse. We feel the pain of being an organization that once served 6 million serves one third of that market today. And we feel the pain of having to make what are sometimes uncomfortable but necessary decisions on moving forward.”



Locally though, there is a lot to be optimistic about. “Did you know the typical Scout council derives 25% of its operating revenue from program provision?” questioned Reynolds. “Spirit of Adventure drives nearly 40% with a plan to get that number closer to 50% in the near term. That means, in very real terms, that our purpose is to provide valued program service at a reasonable cost to aid our units and families in providing the best experience possible for their Scouts.”

“We can control what we can control” said Brennan. “Our strategy did not unfold overnight. We recognized these realities years ago, and have better than a head start in addressing them.”

Said Reynolds “At times I was concerned we were on the wrong path. It is so non-traditional in regards to how a council runs. It is like the process I am sure than many went through figuring out that the world is round and not flat. The fact that national is asking a lot of questions about how we are operating is comforting that the path chosen is the right one”.

“We need everyone” said Eaton. “Traditional Scouters bring a wealth of experience and skill in providing program. Parents have a lot of say in what they want for their children. Scouting has the best curriculum and program for youth development ever creates. And we have the strategy for bring it all together. 2020 is going to be a year of change for Scouting, but we are super excited about working together and what this will lead to.”