The National Council, Boy Scouts of America hereby issues a Conditional Charter to the Pee Dee Area Council, BSA. This charter is given to councils who have demonstrated they are unable to reverse or have maintained a negative trend in key indicators of council operations. The information listed below provides the rationale for the Pee Dee Area Council to receive the Conditional Risk Charter.

Concerns

Finance


- Unrestricted Net Assets were negative for four of the past five years. Ended 2012 with a negative $40,875 unrestricted net assets in operating fund. During past 13 years (2000 – 2012) the council has ended the year with positive unrestricted net assets in operating fund a total of four years.

- Council Net Debt Position has declined each of the past four years and was negative in 2011 and 2012. The council ended 2012 with net debt position of negative $65,494.

- Year-round camping deficit for each of the past five years ranging between $31,010 to $50,446 annually (2008 – 2012). The council ended 2012 with year-end camping deficit of $49,163.

- Revenue generation has been insufficient to support currently staffing levels and needed maintenance of the council service center and Camp Coker. The council currently has 3 youth serving executive positions vacant. One of the three YSE’s positions has been vacant since last October 2012. Net special event revenue and net popcorn sale income has declined when compared to 2008. The council service center has numerous maintenance and repairs needed.
Membership

- Significant decline in traditional membership since 2000. **Ended 2012 with a -5.3% loss in traditional membership.** The councils’ traditional membership at the end of 2012 was 3,695. The 12/31/12 traditional membership is 37 youth members higher than the 3,658 registered traditional members at the end of 2008. The Pee Dee Area Council has experienced significant losses in traditional membership in the past decade.

- In 2012 the council recruited 1,495 new traditional youth members (full year); the lowest number of new youth recruited since 2008.

- The council achieved below bronze at the end of 2012 for the three JTE membership criterion – market share, membership growth, and retention.

Volunteers

- Lack of volunteer engagement at all levels – council, district, and unit levels.

- **Council received below bronze for the council leadership JTE criterion in 2012.** No board retreat, no action plan and no active council nominating committee.

- **Council achieved bronze JTE score for district leadership criterion in 2012.** The council ended 2012 with 11.5 average registered district committee members per district. This compares to national average of 22.4 registered district committee members per district.

Journey to Excellence

**Council achieved below bronze overall JTE score for 2012.**

Based on the councils’ JTE performance in 2013 the council will achieve below Bronze JTE for the current year. **The councils’ performance has been below bronze overall JTE score for each of the first 8 months of 2013.**
Conditional Charter Conditions

By September 30, 2013

Complete and submit the NCAP authorization to operate camp form.

Recruit at least three members to serve on council nominating committee. Nominating committee must meet at least quarterly.

Recruit a minimum of three engaged members to serve on 2014 budget development committee. At least 60% attendance at all scheduled meetings.

By October 31, 2013

Recruit 700 new traditional and Explorers youth members during August, September, and October. In 2012 the council had recruited 1051 new traditional youth during this same period of August to October.

Raise $30,000 in additional contributions for 2013 operating fund in September and October. Contributions are FOS, Special Event Net, Foundations, and Other Direct Support recorded on Statement of Operations.

Schedule personal visit with Bruce and Lee Foundation to discuss potential funding request in 2014 for Council Service Center and specific deadlines for funding request.

Nominating committee has commitment from 6 new individuals to serve on Executive Board.

Hold an Area assisted meeting with minimum of 3 volunteers to discuss long term camp operations.

Recruit 2014 Council Friend of Scouting chairman.

Recruit ad hoc committee of at least three individuals who will make recommendations to Executive Board in January 2014 on needed improvements/repairs and cost at Council Service Center and Camp Coker.

Conduct area assisted realignment study to determine if current staffing structure is appropriate. All Board approved YSE positions to be filled by January 1, 2014.

All districts have a trained membership chairman and at least two membership committee members.
By November 30, 2013

Council Executive Board approves 2014 operating budget on November 18, 2013

Recruit an average of 2 new district committee members per district.

Raise $50,000 in additional contributions during November for 2013 operating fund; for total of $80,000 additional contributions during period of September thru November. Contributions are FOS, Special Event Net, Foundations, and Other Direct Support recorded on Statement of Operations.

Recruit total of 850 new traditional and Explorer members during period of August to November. In 2012 the Pee Dee Area Council had registered 1081 new traditional youth members during the same period of August to November.

All districts have functioning District Chairman and District Commissioner and have recruited a 2014 District FOS chairman.

By December 31, 2013

Recruit total of 1000 new traditional and Explorer youth during period of August to December. In 2012 the council recruited 1180 new traditional members during period of August to December. This achievement would result in an approximate decline of 5% in total membership at year-end.

Raise $20,000 in additional contributions during December for 2013 operating fund; for total of $100,000 additional contributions during period of September thru December. Contributions are FOS, Special Event Net, Foundations, and Other Direct Support recorded on Statement of Operations.

Have overall council JTE performance of Bronze.

Recruit additional 9 new Executive Board members for total of 15 new Executive Board members during period of September thru December 2013.
Schedule Development Assessment by National BSA. To be completed no later than February 28th.

Achieve net $50,000 in council 2013 net product sales. In 2012 the net product sales were $62,814. Any shortfall from 2013 budget of $70,000 in net product sales will need to overcome by additional 2013 contributions.

By January 31, 2014

Raised 25% of board approved 2014 FOS goal pledged.


Conduct an Area assisted Board Retreat with at least 75% of officers and 75% of Executive Board members attending. Create action plan.

Each district has district chairman, district commissioner, finance chairman, and activities chairman positions filled.

Submit Council Year-Round Membership Plan to Area for review.

Proposals for critical capital improvements at Council Service Center are submitted to Bruce and Lee Foundation and at least two other potential donors. At minimum of at least one face to face presentation must be made to potential donor/foundation.

Achieve a minimum of 50% of Executive Board members/officers in attendance at Executive Board/Committee meetings.

By February 28, 2014


Close January financials by 2/7/14.

Achieve 35% of board approved 2014 FOS goals in pledges.
Achieve a minimum of 50% of Executive Board members/officers in attendance at Executive Board/Committee meetings.

By March 31, 2014

Achieve total membership growth (traditional and Explorers) compared to March 31, 2013.


Close February financials by 3/7/14.

Achieve 50% of board approved 2014 FOS goal pledged.

Develop and submit a comprehensive plan to secure dollars needed for improvement/repairs at Council Service Center and Coker to Executive Board for approval. Plan must include list of potential funders for capital improvement/repairs. Implementation of plan by April 30, 2014.

Have pledge commitments totaling at least 50% of dollars needed for capital improvements at Council Service Center and Camp Coker.

Achieve a minimum of 50% of Executive Board members/officers in attendance at Executive Board/Committee meetings.

Members of the Southern Region Area 5 committee or Area Director will monitor progress with the Executive Committee at their regularly scheduled meeting to review progress. The Area Director will also meet in person or via conference call at least monthly with the Scout Executive and Council President if necessary to monitor progress. If the terms of the Conditional Charter are met the National BSA and Area 5 leadership will meet with council leadership to discuss options. In the event the terms of the conditional charter are not met, the National Council will issue a Transitional Charter to the Pee Dee Area Council and begin discussions on developing an alternative business model for the council.

Agreed on September 23, 2013.

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Walt Barefoot        Barry McDonald
Council President    Scout Executive
Michael Thompson  
Area 5 President  

Ponce Duran  
Regional Director