

***“CPR” TECHNIQUES FOR “RED ASSESSED” UNITS IN COMMISSIONER TOOLS FOR
THREE RIVERS DISTRICT OF THE BLUE RIDGE COUNCIL***

*Johnny R. Smith
Unit Commissioner
Three Rivers District
Blue Ridge Council
Boy Scouts of America*

June 2023

Piedmont-Appalachian College of Commissioner Science

Western Carolina University

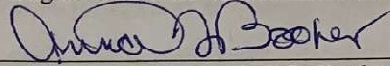
Cullowhee, NC

Advisor

Anna L Booher, Advisor

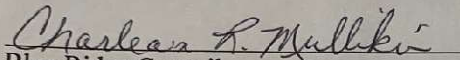
To the Doctoral Candidate Review Board:

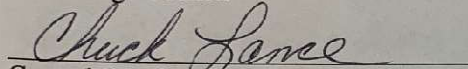
I am submitting herewith a Dissertation written by Johnny R. Smith, entitled "CPR Techniques for 'Red Assessed' Units in Commissioner Tools for Three Rivers District of the Blue Ridge Council". I have examined the final copy of this report for format and content and recommend that it be accepted in partial fulfillment of the requirements for the Degree of Doctor of Commissioner Science.

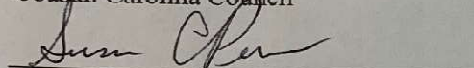


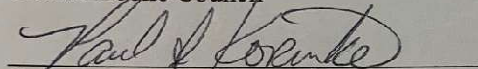
Anna L. Booher

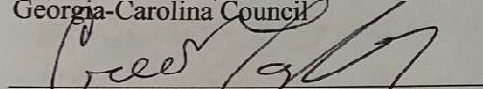
We have read this Dissertation and recommend its acceptance:

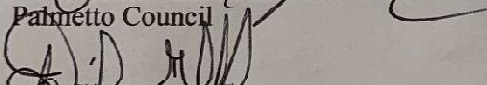

Blue Ridge Council

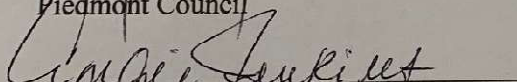

Coastal Carolina Council


Daniel Boone Council

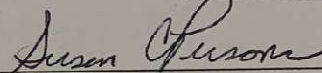

Georgia-Carolina Council


Pahnetto Council


Piedmont Council


Sequoyah Council

Accepted for the Piedmont-Appalachian College of
Commissioner Science:



Doctoral Candidate Review Board

ACKNOWLEDGEMENTS

I would like to thank my wife Debbie, whose support through my 60 years in Scouting and now in this effort to finish this dissertation was immensely helpful and encouraging in my ability.

I would also like to thank Dr. Elizabeth Stoner, whose encouragement and positive attitude over the years as my friend and now especially as my instructor for Doctorate of Commissioner Science motivated me to finish the task. An extra “THANK YOU” to Dr. Elizabeth Stoner for taking the role at the last minute to push, pull, and support my shortcomings in report writing to get me to the “finish line” to transition me to an advisor.

I would also like to thank Ms. Ashley Steigerwald, from Blue Ridge Council, who recognized and recommended me to the Doctorate Candidate School.

I would also like to extend a very personal “THANK YOU” to Ms. Charlean Mullikan for taking her time to assist me with the initial critique of my draft of this document.

And a Special thanks to Ms. Anna L. Booher for taking my dissertation and becoming my advisor at the last minute.

TABLE OF CONTENTS

CHAPTER	PAGE
I. INTRODUCTION	1
II. REVIEW: COMMISSIONER ROLES, COMMISSIONER TOOLS, AND UNIT ASSESSMENT	2
III. SUMMARY OF RED UNITS, YELLOW UNITS, AND GREEN UNITS IN THREE RIVERS DISTRICT	8
IV. METHODS USED TO GATHER DATA	11
V. SURVEY FINDINGS	12
VI. SUMMARY OF PROPOSED CPR TECHNIQUES	16
VII. LIST OF TABLES	
REFERENCES	20
APPENDICES	
Appendix A. Commissioner Tools (Date of Reference Dec 5, 2022): Three Rivers District landing page and Unit Contact Report Scores	21
Appendix B Commissioner Tools Contact Reports for all units in Three Rivers District with Rankings	22
Appendix C. Detailed Interview Report Unit Leader Pack 15	23
Appendix D. Detailed Interview Report Unit Leader Pack 161	28
Appendix E. Detailed Interview Report District Commissioner	29
Appendix F. Detailed Interview Report District Executive	30

Appendix G. Detailed Interview Report Assistant Council Executive	31
Appendix H. Detailed Interview Report Council Executive	32

ABSTRACT

Within the last few years, it has become a known national fact that membership in the Boy Scouts of America has been on the decline. As a lifetime Scouter, this concerns most senior Scouters who are now starting to retire from their Scouting careers. Most senior Scouters desire to leave the Scouting traditions and legacies to our younger Scouters with the hope of many years of continuation.

By using the Commissioner Tools data for this paper, I will define some of the causes for the decline found in the Three Rivers District. These causes identified in this paper from the Three Rivers District of Blue Ridge Council can and should also apply to other districts and councils across the entire BSA network.

Through the use of interviews of district leaders, council leaders, and individuals (both volunteers and professional), from individual units that did not continue their association with Scouting, within the Three Rivers District and Blue Ridge Council, it is hoped to uncover the reasons why units faded from the membership. By analyzing and summarizing the data and interviews, the plan is to prescribe techniques that may be used to possibly turn this decline to a positive increase. These techniques or actions will be defined in this report as CPR (Critical Priority Response) techniques.

CHAPTER I

INTRODUCTION

“CPR” Techniques for “RED Assessed” Units in Commissioner Tools for Three Rivers District of the Blue Ridge Council is intended to be a report to give to the council commissioner, council Scout executive, assistant council Scout executive, district executive, and the district commissioner for Three Rivers District in the Blue Ridge Council. The purposes are to identify the reasons for the decline and the process for remediating units that are struggling, based on Commissioner Tools “assessments”, along with some possible techniques to use to offer “CPR” (Critical Push to Revive) the units.

This paper will use the specific units as examples that were documented in Commissioner Tools for Three Rivers District as recorded and dated at the end of the year 2022, along with survey data gathered by discussions with experienced long-time leaders in our council. Although data is taken from Three Rivers District in Blue Ridge council, the findings and the “CPR techniques” can be used for all other districts in all other councils.

The “CPR techniques” will be shared in CHAPTER VI of this dissertation. Commissioners will be able to access this report upon request. Once approved, the techniques can also be found on the PACCS website for all commissioners to use as reference in the future.

WWW.Palmettocouncil.org/PiedmontAppalachianCollegeofCommssionerScience/DoctoralPapers

CHAPTER II

REVIEW: COMMISSIONER ROLES, COMMISSIONER TOOLS, AND UNIT ASSESSMENTS

Commissioner Tools is the official software used by the Boy Scouts of America. The location of Commissioner Tools is found via the WWW.MyScouting.org portal. The website is available to all registered Scouters and is a depository for all documents and information relative to the Scouting community. Commissioner Tools is a subset of the main page available to all registered commissioners and is intended to assist all commissioners to support the units in Scouting. Information from the Commissioner Tools is available directly from the website.

There are several levels of commissioner service:

Unit Commissioner - The person assigned to report and follow the day-to-day activities, training, advancement, leadership, etc. of a single unit. The unit can be a troop, pack, crew, post, or ship. Commissioner Tools has the exact steps for the unit commissioner to use during each visit.

District Commissioner - The person assigned to lead the unit commissioners. The district commissioner is responsible for recruiting and assigning each and every unit in their district with a unit commissioner. The District Commissioner is also responsible for overseeing each unit commissioner making the required visits to each unit and reporting the visits as “contacts” along with the proper “assessment” in Commissioner Tools.

Assistant District Commissioner –The person assigned by geographical region (example: for South Carolina Blue Ridge Council, assignment is by county) to assist the district commissioner (over several counties within the council) to lead the unit commissioners in accomplishing their responsibilities.

Council Commissioner –The person assigned by the council as part of Key 3 of council to lead the council in sustained growth, maintaining Commissioner Tools for the council,

leading the district commissioner, assistant district commissioners, and unit commissioners to maintain the reports of unit status. The council commissioner is also the liaison between the professional staff and the volunteer staff in the Blue Ridge Council.

Assistant Council Commissioner –The person assigned by the council to assist the council commissioner in maintaining Commissioner Tools for the council, leading the district commissioner, assistant district commissioners, unit commissioners, and roundtable commissioners to maintain the reports of unit status. The assistant council commissioner is also ready to step up to be council commissioner in the event of a need by the council.

As part of service to each unit, a unit commissioner is assigned to make visits, phone calls, and zoom meetings on a regular basis to their assigned units. To assist the unit commissioner in making these contacts, Commissioner Tools has available two types of visits: which are called “simple” assessments and “detailed” assessments.

Assessments are ratings of a unit performed at regular intervals by the unit commissioner. These ratings use a number scale from 1 to 5 to rank units in different areas such as:

1. What is the membership in the unit?
2. Is the unit growing or declining?
3. Does the unit have a working budget that meets the needs of the unit?
4. Is the unit meeting on regular basis?
5. Is the unit advancing at a good pace?
6. Does the unit have sufficient leadership and are those leaders trained for their position?

7. Does the unit have a plan to meet JTE Goals (Journey to Excellence)?
8. Does the unit have a service plan?
9. How will the service plan be documented?

It is generally recommended that a Unit Commissioner make a visit for their unit assignment at least once a month. Generally, during the monthly visit, the unit commissioner must make the decision to do a simple assessment or a detailed assessment.

Let's begin by drilling down into commissioner tools and look at simple unit assessments versus detailed assessments. (Appendix B)

What is a Simple assessment – It is a quick overall average ranking of the unit during any unit activity ~~of the~~. This activity can be a unit meeting, a camping trip, a court of honor, a Key 3 meeting, a leader/parent meeting, a summer camp visit, or even a phone call. The unit commissioner will go into Commissioner Tools and enter a “simple” one score average ranking from 1 to 5 based on ~~the~~ rankings of previous visits.)-Appendix A shows a simple assessment example.

What is a Detailed Assessment – It is a ranking of the unit based on all questions as outlined earlier. In doing a detailed assessment, each question gets an individual ranking. The Commissioner Tools will take all rankings and give an overall average down to the tenth of a point between 1 to 5, like what you would see when you are driving a car and come to a traffic light. If the overall ranking is between 1 and 2, the unit gets a Red ranking. If the ranking is 2.1 to 3.0, the unit gets a Yellow ranking. If the score is 3.0 or above, the unit gets a Green ranking.

For each question, the commissioner ranks the unit using the 1 to 5. Red means STOP, do not go further. Yellow means caution, slow down, and possibly stop ~~also~~. Green means all is good and the unit is ~~are~~-free to go.

Let's review the actions indicated for each ranking:

- Rating 1-2.0 (Red) means for this question, the unit is not successful in performance and needs assistance to increase their ranking. This unit needs immediate “CPR” to be able to survive. With a Red ranking, the district executive will know that this unit needs some immediate assistance as it is in danger of being dropped.
- Rating 2.0-2.9 (Yellow) means for this question, the unit is moving along at a caution to normal ranking. This unit may need some extra training, and/or some direct assistance from other units, leaders, or executives. The Yellow rankings give the district executive a “caution” or warning for this unit. It needs assistance soon or it may be in danger of moving to the Red ranking.
- Rating 3.0–5 (Green) means that the unit is working at a good pace and can be an example to other units. This ranking also gives the district executive a “good feeling” that this unit is healthy and needs little attention.

Once all the units in a district have been assessed, the district commissioner, assistant district commissioner, assistant council commissioner, council commissioner, and all district executives, along with the council scout executive can review each unit ranking. Special attention should be given that all information remains confidential. By respectfully reviewing

these reports, it is important to remember that this confidential information is not to be shared with anyone outside the realm of commissioner or executive privileges.

These reports are found by following these steps in Commissioner Tools:

- Go to [My.scouting.org](https://my.scouting.org)
- Login
- In Menu, select Commissioner Tools
- Pick your district (APPENDIX B)
 - From this district landing site, this report used the Three Rivers District in Blue Ridge Council (Three Rivers 17 Menu)
 - At this point, one will be able to observe the number of units in the district along with the units assigned a commissioner and those not assigned a commissioner.
 - At this point, one will also be able to see the percentage of units in the district that have had simple assessments completed for the year.
 - At this point, one will also be able to see the percentage of units in the district that have had detailed assessments completed for the year.
- After picking the district, pick CONTACTS, which will lead one to the landing site for the overall rating of every unit (pack, troop, crew, post, and ship) in the district.

In reviewing the data regarding Red, Yellow, and Green units, several points can be concluded regarding the health of their units and the type of units affected. The direction of the ranking should always draw the attention of the reviewers. A positive shift is preferred. Please

bear in mind that over the last few years, due to the Covid outbreak, federal, state, and local laws restricting indoor and outdoor gatherings may have affected some of the rankings.

The rankings will be a basis for developing some “CPR” techniques should the district or council decide to further develop these techniques.

CHAPTER III

SUMMARY OF RED UNITS, YELLOW UNITS, AND GREEN UNITS IN THREE RIVERS DISTRICT

For detailed reports from Commissioner Tools Three Rivers District Blue Ridge Council. reference December 5, 2022, the ratings were as follows: Refer to (Appendix B and Appendix C)

As a rule only rankings from ZERO to FIVE are used. The rankings can be easily remembered by the “Stop Light” philosophy. Red means needs urgent help. Yellow means caution, help needed to prevent from slipping down and help needed to go up to Green. Green means good to go and can be used as an example to other units.

	Green Ranking	Yellow Ranking	Red Ranking
Pack	8	6	2
Troop	16	8	0
Crew	0	1	0
Ship	0	1	0

Table 1 – Summary of Detailed assessments rankings in Table (as of December 5, 2022 of Commissioners Tools)

The key take-away from the Commissioner Tools report are:

- All of the Red units are packs.
- Eight of the packs are rated Yellow which means we have a warning signal to watch out that more packs do not digress to the Red ranking. From the individual Red pack interviews, data suggests that packs in small towns are struggling where packs in the larger cities are still progressing.
- 10 of the 18 packs are either Red or Yellow which means over 50 percent of the packs need some attention to move them back to the green rankings.
- With over 50 percent of the packs in Red or Yellow, we are reducing the chances that the troops, crews and posts will grow from the Scouts transferring to the next level of units. We need to address these concerns immediately.

We can also see concern with one crew, one ship, and eight troops in the district.

Though they have not fallen to the Red status, they have, however, fallen down to the Yellow status and attention needs to be given to those units urgently. In recent discussions with leaders of these troops, most of our troops, ships, and crews are struggling to get new Scouts. Again, getting more Scouts in the packs and active in Scouting activities would give that support that is needed to the next level units. Commissioners are asked to visit the units for a simple assessment on an average of once per month. Detailed assessments for each unit are required twice a year.

On a positive note, Three Rivers District has eight packs and 16 troops that are in the Green ranking. Determining the success of these units and the Green rankings may give some insights into how to apply “CPR” to our struggling units.

The rankings for Red units in Three Rivers District are detailed below in Figure 1. Detailed assessments rank the unit based on 4 major parts of the unit (Finances, Members, Program, and Leaders) and then calculates what is called an overall ranking. The overall ranking is used to determine if the unit is Red, Yellow, or Green.

Figure 1 below gives the four major parts in a detailed assessment and overall ranking for Pack 15 and Pack 161 from Three Rivers District from Commissioner Tools.

Pack 15
COR- Central Presbyterian Church

Finances – 3
Members – 2
Program- 3
Leaders – 3
Overall 2

Pack 161
COR – Clemson UMC

Finances – 1
Members – 1
Program – 1
Leaders -1
Overall -1

Figure 1- Detailed Assessments Rankings for Red units in Three Rivers District (as of December 5, 2022) from Commissioner Tools

CHAPTER IV

METHODS USED TO GATHER DATA FOR IMPROVEMENTS

From these summary points, a survey was taken related to units and their leaders that received a Red rating in the Three Rivers District. Also, interviews were conducted on three different levels to gather different viewpoints:

- Unit leaders (volunteers) of the Red units
- District commissioner (volunteer) and district executive (professional)
- Council and assistant council executive (professional)

The intent of the surveys was to

- Understand different viewpoints of what caused the Red ratings.
- Determine actions that can be undertaken to reverse the Red ratings.
- Determine any actions that can be taken to reverse future Red ratings.
- Determine any actions that can be taken to reverse the Yellow “warning” ratings.
- Find suggestions to prevent future Red ratings or Yellow ratings.

The survey questions for unit leaders and all others provided ratings and asked three simple questions:

1. Are you aware of your unit score in Commissioner Tools?
2. Can you identify the greatest factor that caused your unit to get its overall score?
3. Would you be able to share a possible action or technique that could help your unit to increase its score?

CHAPTER V

SURVEY FINDINGS

From the unit surveys of Pack 15 and Pack 161, it was evident to see that declining membership in Scouting units was driven by an insufficient number of adult leaders, adequately trained leaders for their specific units, and charter organization support. These reasons were mentioned in the interviews conducted at unit, district, and council level.

Pack 15 was disbanding at the time of the survey. The primary reasons were lack of upcoming Scouts, lack of leaders that would conduct and attend meetings, and some controversy between the leaders on how to carry out meetings. The pack had dwindled down to just a few Scouts in attendance and did not foresee any encouragement for the future of the unit.

Pack 161 had actually disbanded before the survey. The primary reasons were the charter organization had conflicts which were being addressed and the unit had only one trained leader remaining. BSA policy requires two trained leaders at all activities of the unit. This pack provides a transition to the local troop when the Scouts finish their pack ranks.

It was encouraging to see that Pack 161 already had their own “CPR” plan, and already started working with their district executive and unit commissioner to restart and recruit for the unit. They specifically requested help with training. Seeing that new leaders would be of younger age adults without any role specific training, the remaining leader had requested that options be explored to help train new younger adults (parents) in how to conduct unit meetings, how to conduct review meetings with the Scouts ready for advancement. These training

opportunities are found in the WWW.MyScouting.org website and would be an opportunity for the Unit Commissioner to assist the new leaders.

Interview Summaries

From the interviews, it was evident that only the district commissioner was both aware of and using the unit ratings to execute goals. The units that received Red ratings were aware of a rating system and understood their rating after they were informed, but had not seen their specific rating before the interviews. District and assistant scout executives volunteered that they hope to incorporate unit ratings review into their routines and meetings to facilitate their efforts at unit assistance. This was something that the new council commissioner saw as important. As background, the new council commissioner was the assistant scout commissioner last year and had spent the entire year with the specific task of getting the Blue Ridge Council to have an increase in unit assessments. In the past, Blue Ridge Council had been ranked low in the territory with completed assessments. After spending the past year increasing the number of assessments, the question was asked: “Now that we have the assessments, what will we do with these assessments?” (Appendix C for actual assessments from Three Rivers District).

Multiple comments also touched on the difficulty of recruiting, especially after the pandemic limited personal access (to schools and other civic organizations, for example). The district executive and assistant scout executive also made note of how schools had become so restrictive over the last few years. This restriction had come about over many years due to the school having to restrict the Scouts along with other organizations that wanted to recruit because

it deemed that the content of some organizations was inappropriate with scouting principals and methods of scouting to the school age youngsters.

In the area of “CPR” techniques, interviewees stressed as very critical the importance of being ready to recruit as the pandemic constraints ease. District and council level interviews indicate that they really see and understand the issue of not having enough leaders, and furthermore, not having enough sufficiently trained leaders. (APPENDIX D, E, F, G, H, and I)

A common theme in suggested improvement techniques was making training more accessible and/or updating and expanding training techniques. As the recruiting increases in the near future, the district must be ready with trained leaders at every level of the organization.

Roundtable was mentioned as an avenue to promote training. With the opportunity of Zoom, Facetime, and TEAM meetings now available, it was suggested that videos of successful meetings, how to conduct openings at a meeting, how to wear the uniform, how to teach a skill, etc. could be made. These videos could be put on the WWW.MY.Scouting.org website and made available as training for new leaders. Some of these topics are currently in the training section of that website and more are being added on a regular basis. The possibility of breakout sessions may be offered at district roundtables and council roundtables for specific groups. Examples might be Cub Scout Breakout, Scouts BSA Breakout, Ship Breakout, and Crew Breakout. During these breakouts, review of a video for new leaders and help a leader to advance his skills.

Another idea mentioned was to promote the “pack to troop” model. If a pack becomes the successful provider of advancing cub Scouts to a specified troop, a potential mentorship by

Green-rated troop unit and leaders would be a great way to provide a model of success for units struggling to improve. For example, have potential leaders of a pack come to the Scouts BSA meeting. At the meeting, provide on the job training for opening a Scout meeting, watch a merit badge trainer train the Scouts, watch the patrol method in real time, and gather details on how to lay out a Scout room.

Further discussions with present leaders ~~also~~ revealed that there are three other methods that packs and troops may use to recruit new Scouts:

- a. By bridging over Webelos from packs in the same area as the troop. Part of the requirements is that Cub Scouts must make a visit to a troop as part of Webelos. Use this opportunity to enrich the troop, crew, or ship.
- b. By holding community outreach events such as Scouts participating in a park cleanup, Christmas parades, and help a potential Eagle candidate do their Eagle project in the town.
- c. Of course, one of the best methods for recruiting is through “word of mouth” from current Scouts or by their parents. I can personally affirm with this statement, as I was recruited into Scouting by my cousin. Don’t forget in those days, one was able to get a patch he could wear that said “RECRUITER”. Recruiter patches may still be earned today.

CHAPTER VI

SUMMARY OF PROPOSED CPR TECHNIQUES

Finally, we must answer our question. What are some CPR techniques to help the scouting program to advance in membership and turn the tide toward a brighter future?

The first purpose of this paper is to help the commissioner of the units and the commissioner of the district, “How can we give “CPR” to the unit commissioner and district commissioner?”

The first CPR technique is to emphasize the servant leadership role of the commissioners. Bear in mind that Commissioners are intended to be the liaison between the units, the district, and the council. These techniques were provided from the interviews. (Appendix D, E, F, G, H, I)

- a. Remember the commissioners are NOT the “Police” but are resources to assist with details of meetings, resources, and liaison with the council.
- b. Commissioners need to have a family attitude with units.
- c. Commissioners need to have a family attitude with council.
- d. Make the simple and detailed assessments by the commissioners a part of the monthly and quarterly meetings with the district and council leaders.
- e. Commissioners should ensure that the assessments are shared with and agreed upon by the unit leaders.
- f. Offer the years of advice based on years of experience that a commissioner has gained to the new or developing unit leader.

We must make gains in leadership for all units. The Second “CPR” technique is to develop new unit leaders.

- a. Possibly emphasize online courses for position specific training.
- b. Include videos of actual unit specific meetings, leadership moments, training sessions, skills training.
- c. Offer techniques to get parents more motivated in the Scouting movement. In many situations, leaders become friends for life and work together with a common goal to make future leaders of our Scouts. Leaders and their Scouts become part of the family that stays together.
- d. Develop scouting activities that rival school activities. Be prepared to flex scouting time with school activity time.
- e. Lower costs to unit leaders.
 - Remember leaders must give of their time and their personal work vacations to attend outings for the Scouts. Scouting should not be a financial burden to our leaders.
 - Develop ways to recover these costs that do not force the unit leaders to bear the financial burden of leading the Scouts.
 - Discuss with other leaders ways used in their area to increase funding to our units. Specifically, working at sporting venues, working at town specific events, selling popcorn , selling peanuts, selling camp cards are all available options.

The third “CPR” technique deals with possible ways to recruit new Scouts and bringing back old ways to support a pack by the troop.

- a. Return to the use of den chief from the troops. This is a technique where the troop Scout attends the pack meetings as a way of mentoring for both the troop and the pack. This brings training from the troop to the pack leader via the Scout method.
- b. Use the new “Patriot Act” starting in September of 2023 and be prepared to go into schools again. (Please note “Patriot Act is a SC law and may not apply to other states”).
 - “Be Prepared” with all you have when recruiting in schools. Many leaders of the Scouting movement have worked hard with the SC Legislators to get this act passed. Let’s take advantage of this ability to get into the schools. As we are allowed into the schools and go to recruit, we must be prepared with a rigid plan of packs, troops, meetings, and meeting places for the new Scouts to start out.
 - “Be Prepared” with trained leaders and a detailed specific location “Be Prepared” to share best practices for meetings, and outings.
- c. Promote the “SCOUTING is FUN” idea as much as possible. Don’t take the “OUTING out of SCOUTING”. Get outside, go and do, make it fun, make memories.

CHAPTER VII

CONCLUSION

I would like to finish my report on a personal note. I started scouting in March 1963. As I mentioned, my cousin recruited me so he could get his RECRUITER patch. I watched my cousin get his Eagle. I set my goals on getting my Eagle, then my God and Country award. I was required to learn the Scout motto “Be Prepared” and the Scout slogan “DO a good turn daily”. I not only learned those things, I made them a part of my life once I started as a Scout. I can say Scouting did in fact help me be prepared for the things to come in my life. I still to this day try to do my good turn daily. Scouting changed my life for sure. This documentation is an example of how important the Aims and Methods of scouting are in everyday life. They are ideals that I have incorporated in my daily life. Scouting will only be as strong as the leaders who are trained, interested, and dedicated to improving the lives of young people.

For me, I have a Scouting family in my troop, in my lodge, and in my town. I have had my life changed by being a scout, and it is my desire that the Scouting movement continues upon my departure. I hope this documentation helps one person in Scouting. If we all help one, we will continue to increase our Scouting Family.

REFERENCES

1. Commissioner Tools. WWW.MY.Scouting.org.
2. Piedmont Council of the BSA website (location of previous and new Dissertations completed by participants in the Piedmont Appalachian College of Commissioner Science Doctorate Degrees)

WWW.Palmettocouncil.org/PiedmontAppalachianCollegeofCOMmissionerScience/DOctoralPapers
3. Interview with unit leader of Pack 15 and Pack 160 (name withheld at leader request)
4. Interview with Three Rivers District Commissioner John Sweeney
5. Interview with Three Rivers District Executive Mike Olson
6. Interview with Assistant Council Scout executive Jacob Gotimer
7. Interview with Blue Ridge Council Executive Mr. Greg Balog

APPENDIX A

Troop 0005 Honea Path Scouting Alumni Association **B**

Troop 0005 Honea Path Scouting Alumni Association **B** SELECT ORG LEVEL

Troop 0005 Honea Path Scouting Alumni Association Simple Assessment

Low 1 Medium - Low 2 Medium 3 Medium - High 4 High 5

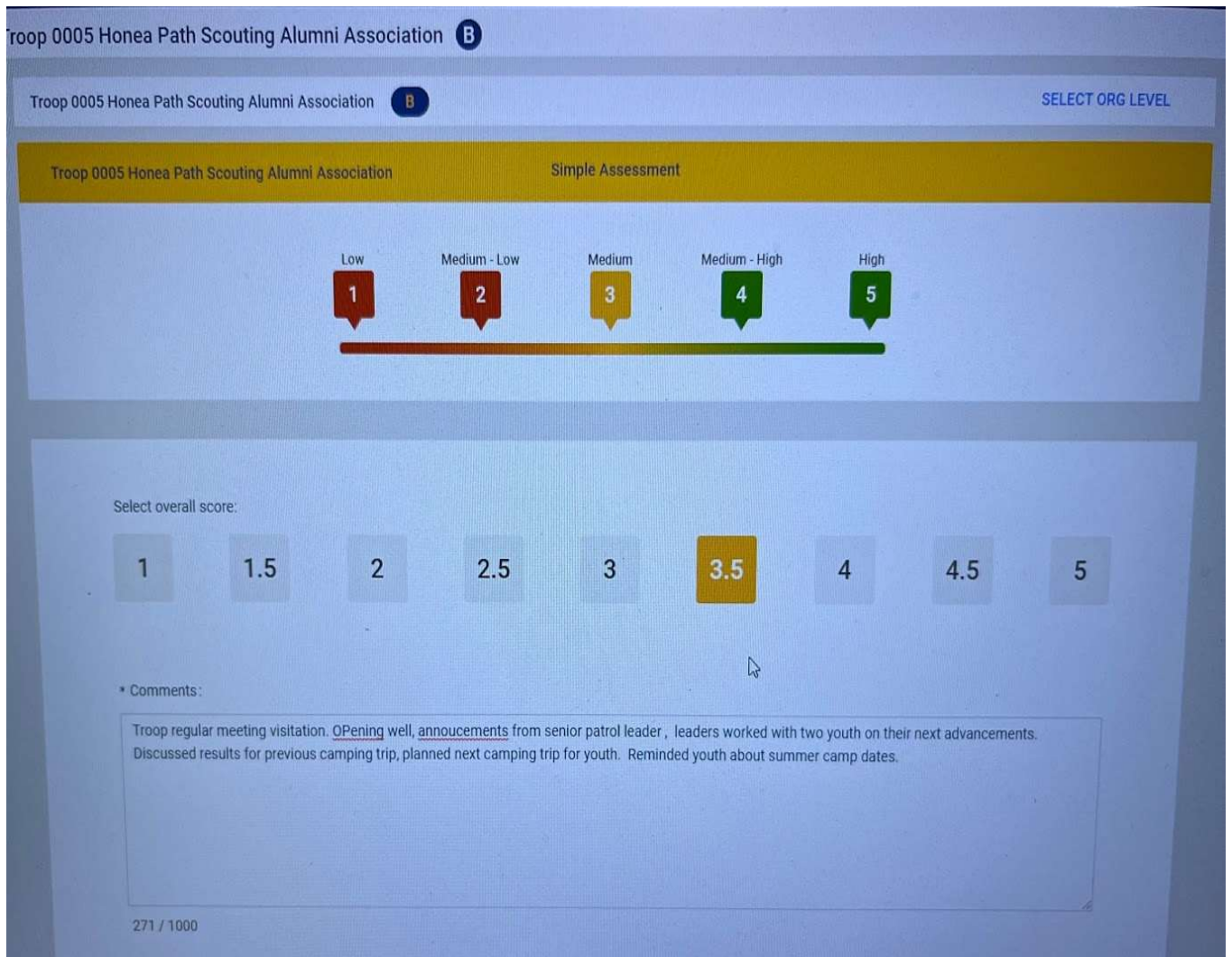
Select overall score:

1 1.5 2 2.5 3 3.5 4 4.5 5

* Comments:

Troop regular meeting visitation. OPening well, announcements from senior patrol leader, leaders worked with two youth on their next advancements. Discussed results for previous camping trip, planned next camping trip for youth. Reminded youth about summer camp dates.

271 / 1000



SCREEN SHOT OF WHAT A SIMPLE ASSESMENT PAGE LOOKS LIKE

APPENDIX B


COMMISSIONER TOOLS (DATE OF REFERENCE DEC 5, 2022): THREE RIVERS DISTRICT LANDING PAGE AND UNIT CONTACT REPORT SCORES

11:55 AM Mon Dec 5 60%

my.scouting.org

Go Back my.Scouting | Commissioner Tools Welcome, Johnny Smith

Three Rivers 17



Three Rivers 17

Three Rivers 17	44 Active Units	13 Commissioners	SELECT ORG LEVEL
-----------------	-----------------	------------------	------------------

13 / 0 Commissioners Assigned / Unassigned	44 / 0 Units Assigned / Unassigned	1 Completed Roundtables
---	---------------------------------------	----------------------------

Assessments Summary

Average Score 3.98

100% Units with Simple Assessment	61.36% Units with Detailed Assessment	0 Contacts in Progress
--------------------------------------	--	---------------------------











Service Plan Summary	Charter Renewal Status	REPORT
----------------------	------------------------	--------

Navigation: Back, Forward, Home, 30

APPENDIX C

COMMISSIONER TOOLS (DATE OF REFERENCE DEC 5, 2022): THREE RIVERS DISTRICT - UNIT CONTACT REPORT SCORES- PAGE 1

11:49 AM Mon Dec 5 61%


		Program	Gender	Unit Number	Chartered Organization	Last Contact	Last Contact Score	Change in Score
<input type="radio"/>		F	Pack 3013	Piedmont Presbyterian Church	2022-02-15	3.5	—	
<input type="radio"/>		F	Pack 3015	Central Presbyterian	2022-08-31	2	▲ 1	
<input type="radio"/>		F	Pack 3041	First Presbyterian Church of Anderson	2022-10-24	4.5	—	
<input type="radio"/>		B	Pack 3051	Grace United Methodist Mens Club	2022-04-26	3.5	▲ 1	
<input type="radio"/>		B	Pack 3055	Fair Play Community Organization	2022-09-06	4	▼ 0.5	
<input type="radio"/>		F	Pack 3095	Providence Presbyterian	2022-02-21	3	▼ 1.5	
<input type="radio"/>		B	Pack 3129	Westminster Baptist Church	2022-11-14	3	▲ 2	
<input type="radio"/>		F	Pack 3130	First Baptist Church	2022-02-14	3	▼ 1	
<input type="radio"/>		F	Pack 3132	Dacusville Recreation Center	2022-08-31	4	▲ 0.5	
<input type="radio"/>		F	Pack 3145	Lewis E. Blanchett American Legion Post # 124	2022-09-09	4	—	

APPENDIX C (continued)

COMMISSIONER TOOLS (DATE OF REFERENCE DEC 5, 2022): THREE RIVERS

DISTRICT - UNIT CONTACT REPORT SCORES- PAGE 2

11:49 AM Mon Dec 5 61%



Three Rivers

- Commissioner Tools
- Organization Dash
- Contacts**
- Roundtable
- Profile
- Administration
- Reports
- Help Guide

Program	Gender	Unit Number	Chartered Organization	Last Contact	Last Contact Score	Change in Score
	F	Pack 3161	Clemson United Methodist Church	2022-09-04	1	—
	F	Pack 3162	Keowee Elementary PTA	2022-08-28	5	▲ 0.5
	F	Pack 3210	Bethesda UMC	2022-11-11	3.2	▲ 1.2
	B	Pack 3227	Flat Rock Baptist Church	2022-04-26	3.5	▲ 0.5
	F	Pack 3235	Fort Hill Presbyterian Church	2022-09-11	4.1	▼ 0.4
	F	Pack 3280	New Prospect Baptist Church	2022-06-23	4	▼ 1
	F	Pack 3780	Anderson Lights of Hope	2022-09-27	3.5	—
	F	Pack 3997	Montessori School of Anderson	2022-08-31	4.5	—
	B	Troop 0005	Honea Path Scouting Alumni Association	2022-08-29	3.5	▼ 0.5
	B	Troop 0008	Dacusville Recreation Center	2022-08-29	3.5	▼ 0.5


Total 5 pages < 1 **2** 3 4 5 > 10 / page ▾

APPENDIX C (continued)

COMMISSIONER TOOLS (DATE OF REFERENCE DEC 5, 2022): THREE RIVERS

DISTRICT - UNIT CONTACT REPORT SCORES- PAGE 3

11:50 AM Mon Dec 5 61%



Three Rivers

- Commissioner Tools
- Organization Dash
- Contacts**
- Roundtable
- Profile
- Administration
- Reports
- Help Guide

Program	Gender	Unit Number	Chartered Organization	Last Contact	Last Contact Score	Change in Score
<input type="radio"/>		B Troop 0037	First Baptist Church	2022-02-06	3.5	—
<input type="radio"/>		B Troop 0045	Walhalla Volunteer Fire Dept	2022-10-16	3.5	—
<input type="radio"/>		B Troop 0051	Pickens Lions Club	2022-11-06	3.5	▼ 0.5
<input type="radio"/>		B Troop 0055	Fair Play Community Organization	2022-09-06	4	▲ 0.5
<input type="radio"/>		B Troop 0084	Central Presbyterian Church	2022-04-28	4.2	▲ 0.2
<input type="radio"/>		B Troop 0095	Providence Presbyterian	2022-04-25	4	—
<input type="radio"/>		B Troop 0096	Piedmont Presbyterian Church	2022-08-31	4	▼ 0.5
<input type="radio"/>		B Troop 0120	Keowee Fire Department	2022-10-16	4	—
<input type="radio"/>		B Troop 0129	Westminster Baptist Church	2022-10-16	3	—
<input type="radio"/>		B Troop 0161	Clemson United Methodist Church	2022-09-05	3.1	▼ 0.9

Total 5 pages < 1 2 **3** 4 5 > 10 / page ▾


[Contact](#) [Terms & Conditions](#)

APPENDIX C (continued)

COMMISSIONER TOOLS (DATE OF REFERENCE DEC 5, 2022): THREE RIVERS

DISTRICT - UNIT CONTACT REPORT SCORES- PAGE 4

11:50 AM Mon Dec 5 61%



Program	Gender	Unit Number	Chartered Organization	Last Contact	Last Contact Score	Change in Score
<input type="radio"/>		B Troop 0206	Iva Fire Department	2022-04-21	● 4	—
<input type="radio"/>		B Troop 0210	Bethesda United Methodist Church*	2022-09-02	● 4.5	▲ 0.5
<input type="radio"/>		B Troop 0215	First Presbyterian Church	2022-09-06	● 4.5	—
<input type="radio"/>		B Troop 0226	St Mark Methodist Church	2022-08-28	● 4	▼ 0.1
<input type="radio"/>		B Troop 0227	Flat Rock Baptist Church	2022-04-26	● 3	▼ 1.5
<input type="radio"/>		B Troop 0234	Knights of Columbus #8295	2022-11-21	● 4.5	—
<input type="radio"/>		B Troop 0235	Fort Hill Presbyterian Church	2022-08-16	● 4.5	—
<input type="radio"/>		B Troop 0280	Anderson Lights of Hope	2022-06-17	● 4.5	▲ 0.8
<input type="radio"/>		B Troop 0356	Palmetto Middle School	2022-08-29	● 4	▼ 0.5
<input type="radio"/>		G Troop 7117	Anderson Lights of Hope	2022-09-24	● 4	—


Total 5 pages 10 / page

APPENDIX C (continued)

COMMISSIONER TOOLS (DATE OF REFERENCE DEC 5, 2022): THREE RIVERS DISTRICT - UNIT CONTACT REPORT SCORES- PAGE 5

11:51 AM Mon Dec 5 61%

rs 17











Three Rivers 17

Three Rivers 17 [SELECT ORG LEVEL](#)

Create New Contact

Search (x)

Print
View History
+ Add New Contact
Show: All Units

Program	Gender	Unit Number	Chartered Organization	Last Contact	Last Contact Score	Change in Score
<input type="radio"/>		G Troop 7235	Fort Hill Presbyterian Church	2022-08-16	 4.5	▲ 1.5
<input type="radio"/>		G Troop 7315	First Presbyterian Church	2022-09-06	 4.5	—
<input type="radio"/>		Crew 2215	First Presbyterian Church	2022-08-20	 3	▼ 1.5
<input type="radio"/>		Ship 2142	Pathway Church	2022-09-02	 3.5	▲ 0.5

Total 5 pages < 1 2 3 4 **5** > 10 / page ▾

[Contact](#) [Terms & Conditions](#)

APPENDIX D

DETAILED INTERVIEW REPORT

Interview of Unit Leader of Pack 15 COR- Central Presbyterian Church

Please note that the intent of this interview is intended only to gather some facts and data relative to the unit getting a red score in Commissioner Tools. There is no intent to blame anyone or cause undue hardships to the interviewee. All information gathered will be used to assist packs in the future. Names can be withheld if requested.

- 1) Are you aware of your unit score in Commissioner Tools? NO, I was not aware of our score, but understand why the score was assessed.

Your scores are:

Finances – 3

Members – 2

Program- 3

Leaders – 3

Overall 2

- 2) Can you identify the greatest factor that caused your unit to get its overall score?
 - a. Lack of upcoming scouts. The pack had dwindled down to just a few scouts in attendance.
 - b. Lack of leaders that would conduct and attend meetings.
 - c. Little bit of controversy between leaders that affected the efficient carry out of unit.
- 3) Would you be able to share a possible action or technique that could help your unit to increase its score?
 - a. Qualified leaders, trained that know how to lead a unit meeting.
 - b. Dedicated leaders that would be willing to go the long run.

Note: Name withheld at leader request

APPENDIX E

DETAILED INTERVIEW REPORT

Interview of Unit Leader of Pack 161 COR- Westminster Baptist Church

Please note that the intent of this interview is intended only to gather some facts and data relative to the unit getting a red score in Commissioner Tools. There is no intent to blame anyone or cause undue hardships to the interviewee. All information gathered will be used to assist packs in the future. Names can be withheld if requested.

- 1) Are you aware of your unit score in Commissioner Tools? NO, our pack has disbanded for the time being due to the situation between the UMC church and the BSA. We were down to 6 scouts and only one leader

Your scores are:

Finances – 1
Members – 1
Program – 1
Leaders -1

Overall -1

- 2) Can you identify the greatest factor that caused your unit to get its overall score?
 - a. We need more leaders and parents to support our pack.
 - b. We need trained leaders that know how to conduct pack meetings.
 - c. We need another Charter organization to support us. The UMC church we were meeting at would continue to allow us to meet but would not be our Charter Organization Representative.
- 3) Would you be able to share a possible action or technique that could help your unit to increase its score?
 - a. We have met with our DE and our Commissioner and are working to find another Charter Organization unit now.
 - b. We would then need to have Recruitment commitments and Interest Day activities to find out new scouts interest in our pack
 - c. Help us train new leaders in the ways to conduct Pack meetings and activities

Note: Name withheld at leader request

APPENDIX F

Interview of District Commissioner of Three Rivers District

Please note that the intent of this interview is intended only to gather some facts and data relative to the unit getting a red score in Commissioner Tools. There is no intent to blame anyone or cause undue hardships to the interviewee.

- 1) Are you aware of unit scores in Commissioner Tools? _Yes, I am aware of all units and scores in our district. I realize what the rankings mean and try constantly to understand how to improve the rankings
- 2) Can you identify the greatest factor that caused “RED” units to get their overall score?

My first thought would be lack of younger adult leadership to take over as our older adults move into retirement. I would also suggest that the Pandemic in 2020 after not being to meet for so long, caused leaders and scouts to step back from scouting.

- 3) Would you be able to share possible actions or techniques that could help units to increase their score or prevent units from being ranked with RED or Yellow in the future?
 - a. Recruit new adult leadership that have a desire to put scouting as a priority in youngsters lives.
 - b. Develop a Training plan for these new adult leaders to get them ready to lead a pack or troop, crew or post
 - c. Train the new adult leaders in techniques of scouting, scouting meetings, advancement etc.
 - d. Make the Scouting website more available with more videos that show exactly how a unit should work. Include examples of good meetings, training, etc
 - e. Maybe reduce the membership finance burden to join scouting for adult volunteers. With these adults giving of their time and vacation time from work, we should keep the financial burden down

APPENDIX G

Interview of District Executive of Three Rivers District

Please note that the intent of this interview is intended only to gather some facts and data relative to the unit getting a red score in Commissioner Tools. There is no intent to blame anyone or cause undue hardships to the interviewee.

1) Are you aware of unit scores in Commissioner Tools? NO, I was aware that there were tools that were being used but was not aware where to find the rankings, and unit information. Being a new District Executive, I will use these tools more in the future

2) Can you identify the greatest factor that caused “RED” units to get their overall score?

I would say that the restricted access to young girls and boys that are eligible to join has caused the greatest decline.

3) Would you be able to share possible actions or techniques that could help units to increase their score or prevent units from being ranked with RED or Yellow in the future?

- a. The state of South Carolina just passed the Patriot Act that will start allowing access during school hours. This should be taken full advantage and we as scouting professionals and volunteers need to be getting ready and prepared as we move back into our schools to recruit.
- b. Improve our roundtables to be used as basis for new adult leaders. USE the videos available along with the Scouting.org website for training
- c. Maybe develop a Mentorship program for new leaders to be part of GREEN units for a while to watch and see (on the job training) before taking on full responsibility of new unit or old units

APPENDIX H

Interview of Assistant Council Scout Executive of Blue Ridge Council

Please note that the intent of this interview is intended only to gather some facts and data relative to the unit getting a red score in Commissioner Tools. There is no intent to blame anyone or cause undue hardships to the interviewee.

1) Are you aware of unit scores in Commissioner Tools?

NO, I was aware there were rankings of units in Commissioner Tools. I was also aware of a tracking system in Commissioner Tools. However, I have not been using the information. Based on our interview today, I would like to ask that we make the rankings part of our monthly reviews with our Key 3 and other resources in our council. I would also like to make the rankings part of monthly meetings with DE's. Want to also add that the DE's have relations with the units each time they visit the leaders and scouts at events and meetings. Will make commissioner assessments more of our tool to help support the scouting and commissioner commitment.

2) Can you identify the greatest factor that caused "RED" units to get their overall score?

- a. Lack of adult involvement and trained new leaders
- b. Leaders we have are overloaded and splitting time between more than one role
- c. Lack of ability to recruit in schools has caused a decline in our membership. With Covid shutting down our outdoor activities, it is a competition between scouting and school activities

3) Would you be able to share possible actions or techniques that could help units to increase their score or prevent units from being ranked with RED rankings in the future?

- a- Membership recruitment- Use the "Patriotic Act" now passed by SC congress that will allow Scouters time with potential scouts in the schools
- b- Commissioner Training, Leader training, to motivate new adults to join, learn, and be trained in scouting
- c- Have commissioner assessment report out to Council and DE on regular basis
- d- Need present unit leaders to mentor new leaders and develop unity between units feeding other units

APPENDIX -I

Interview of Scout Executive of Blue Ridge Council

Please note that the intent of this interview is intended only to gather some facts and data relative to the unit getting a red score in Commissioner Tools. There is no intent to blame anyone or cause undue hardships to the interviewee.

- 1) Are you aware of unit scores in Commissioner Tools? No, as scout executive I am a little surprised the district only has two red units. As an organization, I have delegated the program and unit work to the Assistant Scout Executive and the District Executives.
- 2) Can you identify the greatest factor that caused “RED” units to get their overall score?
 - a. Lack of trained scout leaders
 - b. Finances to provide the needed programs to keep the unit motivated
 - c. Not knowing where to find program and resource help with activities
- 3) Would you be able to share possible actions or techniques that could help units to increase their score or prevent units from being ranked with RED rankings in the future?
 - d. Recruit, Recruit, and Recruit - we need all professional staff, commissioners, and volunteers recruiting more scouts now that the BSA program is back from the Covid shutdowns
 - e. Get units and unit leaders back into all the activities , roundtables, and meetings
 - f. Motivate units to attend Camp Old Indian as summer camp main activity
 - g. All units participate in fund raisers , not put burden on the individual scout to finance his way
 - h. Train all scouters from professional to volunteers that a strong council builds a strong unit. A good council builds a strong unit.
 - i. Use the Pack to Troop build pattern. As scouts advance in cub scouting , those scouts are motivated to move up to the Troops, Crews, and Posts and possibly Ships
 - j. Keep the Summer Day Camps for cubs strong and supported to feed the Troops