



## MISSION STATEMENT

The Pacific Harbors Council of the Boy Scouts of America is focused on and passionate about giving every Scout the opportunity to experience the full potential of the Scouting movement. In doing so, every Scout has the opportunity to learn and practice a way of living their lives based on leadership, service, character and morality that prepares them for adulthood and as successful community stewards through the principles of Scouting.



**Why are we here and how did we get here?**

**Board decisions regarding property**

**Status of:**

**Delezenne**

**Curren**

**Kilworth**

**Hahobas**

**Brief financial overview**

**2016 operations and impact of cost cutting**

**2016 Balance sheet**

**Volunteer Organization Chart vacancies**

**Professional Staff Organization Chart Vacancies**

- **Staffing shortfall implications**

**Operating Budget: What does a fully staffed council look like  
and what will it take to get there**

**Capital Budget: Sources and Uses**

**So, what's the plan?**

**Vision of PHC in the short, medium and long term.**

**Camp Thunderbird's Future**



## CAMP PROPERTIES

### CAMP PROPERTIES OPERATING LOSSES

	<u>2015</u>	<u>2016</u>	<u>2017 (pjtd)</u>
All Camps Operating Loss	\$240,480	\$189,189	\$126,513
Camp Thunderbird	<u>\$116,871</u>	<u>\$104,486</u>	<u>\$ 86,102</u>
Net Camp Closing Savings	\$123,609	\$ 84,703	\$ 40,411



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		2017		
REVENUE	<u>2016</u>	<u>Budget</u>	<u>Shortfall</u>	<u>Required Revenue</u>
FOS	\$527,820	\$569,020	\$615,980	\$1,185,000
Popcorn	\$318,373	\$365,000	\$0	\$365,000
4% Endowment	\$27,486	\$50,000	\$0	\$50,000
Other	\$776,353	\$664,860	\$35,140	\$700,000
<b>Total</b>	<b>\$1,650,032</b>	<b>\$1,648,880</b>	<b>\$651,120</b>	<b>\$2,300,000</b>
<b>EXPENSE</b>				
All Staff	\$911,139	\$880,354	\$606,361	\$1,517,500
Popcorn	\$29,860	\$40,000		\$45,000
Interest	\$22,351	\$17,500	\$0	
Other	\$628,343	\$709,586	\$109,157	\$737,500
<b>Total</b>	<b>\$1,591,693</b>	<b>\$1,647,440</b>	<b>\$715,518</b>	<b>\$2,300,000</b>
<b>NET INCOME (LOSS)</b>	<b>\$58,339</b>	<b>\$1,440</b>		<b>\$0</b>



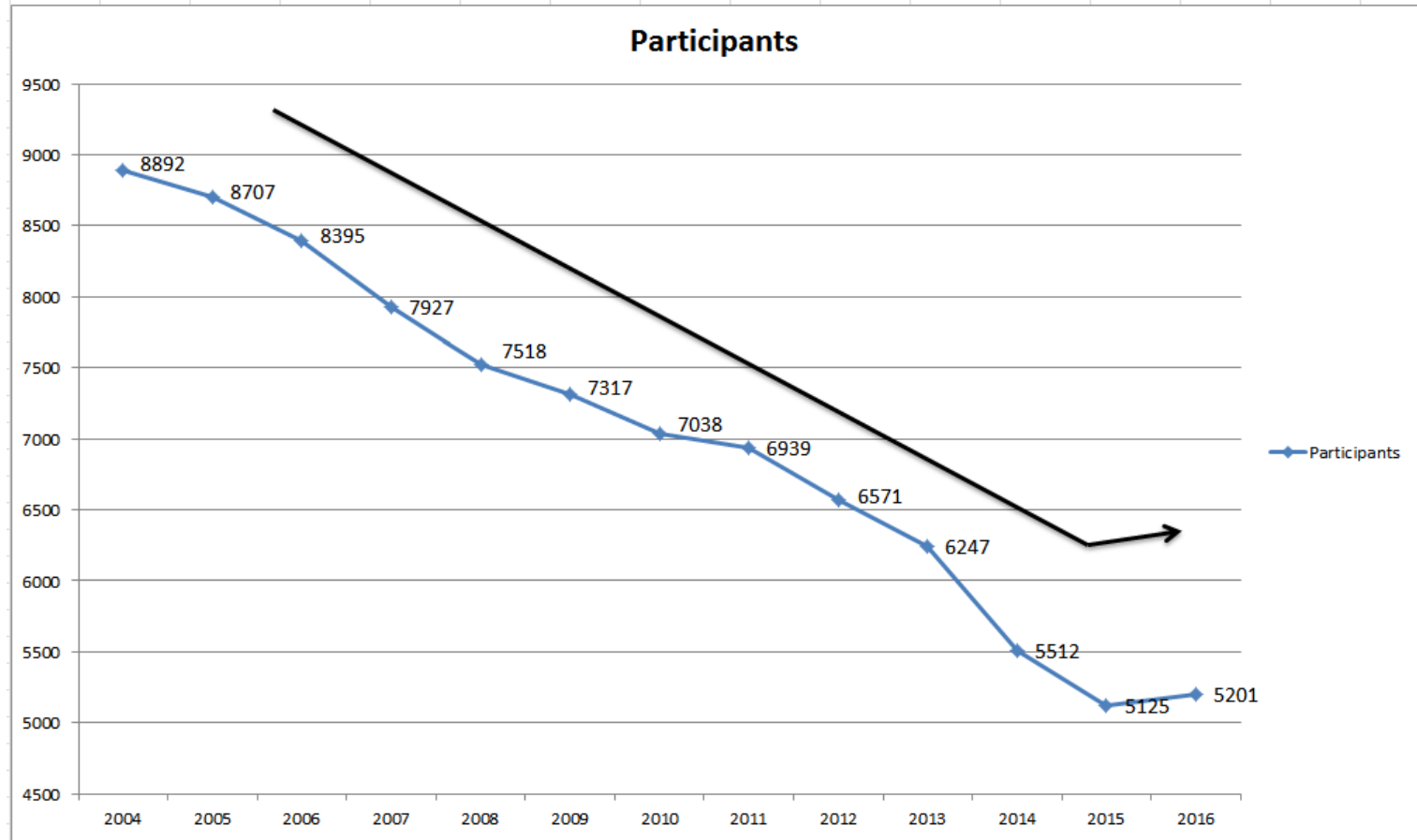
**PERMANENTLY RESTRICTED FUND**

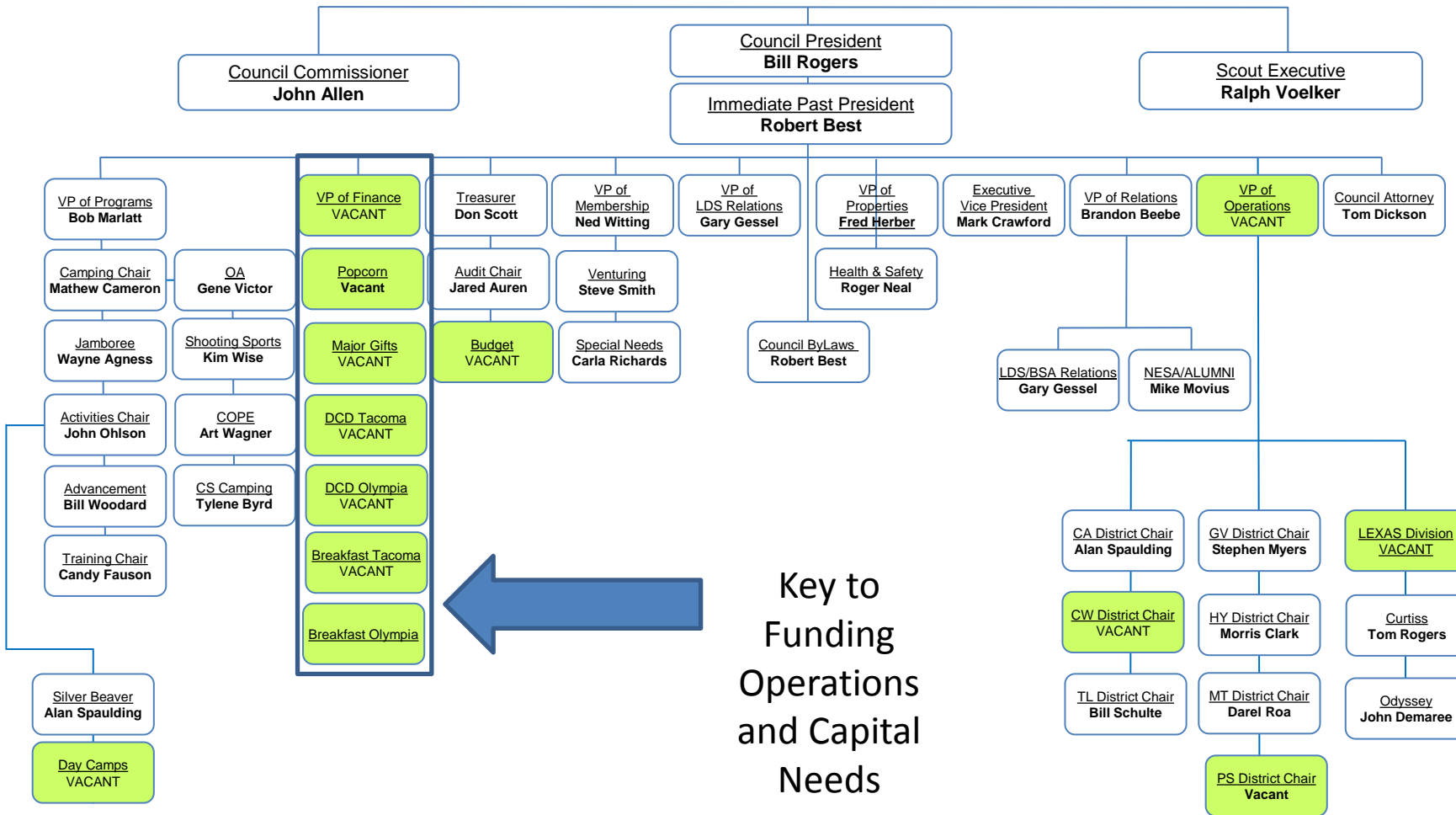
Perm Restricted Fund Balance			\$1,800,000
Less: Debt			-\$475,000
Net Balance			<u>\$1,325,000</u>
Plus: Debt Repayment			\$475,000
PRF Replenishment			<u>\$383,900</u>
Projected PRF Balance			<u>\$2,183,900</u>



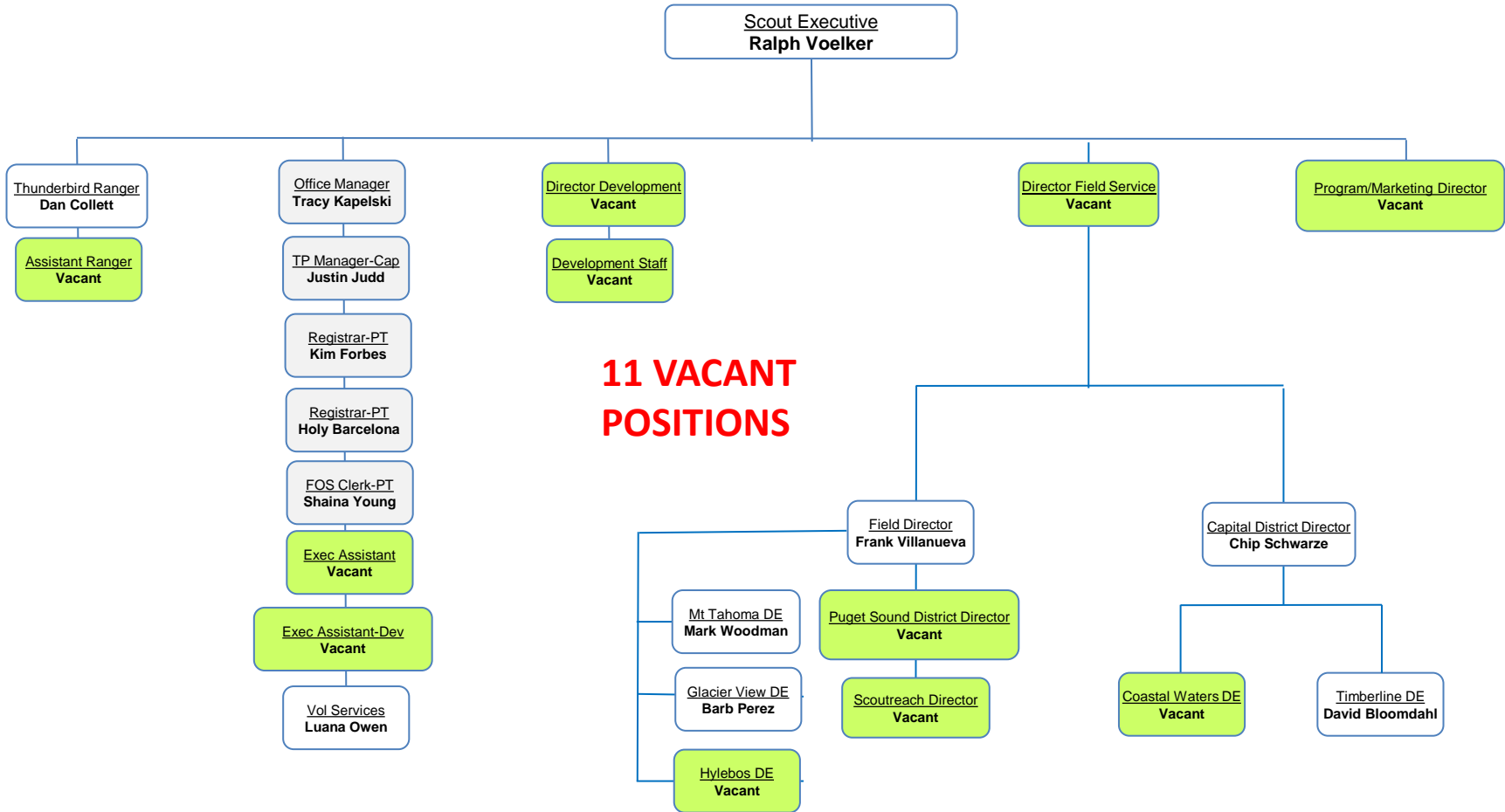
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<b><u>CAPITAL USES</u></b>			
-			
T-Bird improvements			\$1,000,000
Debt repayment			\$475,000
Replenish Perm Restr Endow			\$383,900
Working capital funds			\$600,000
Capital Campaign Expense			\$100,000
<b>TOTAL</b>			<b>\$2,558,900</b>











# SO, WHAT'S THE PLAN?

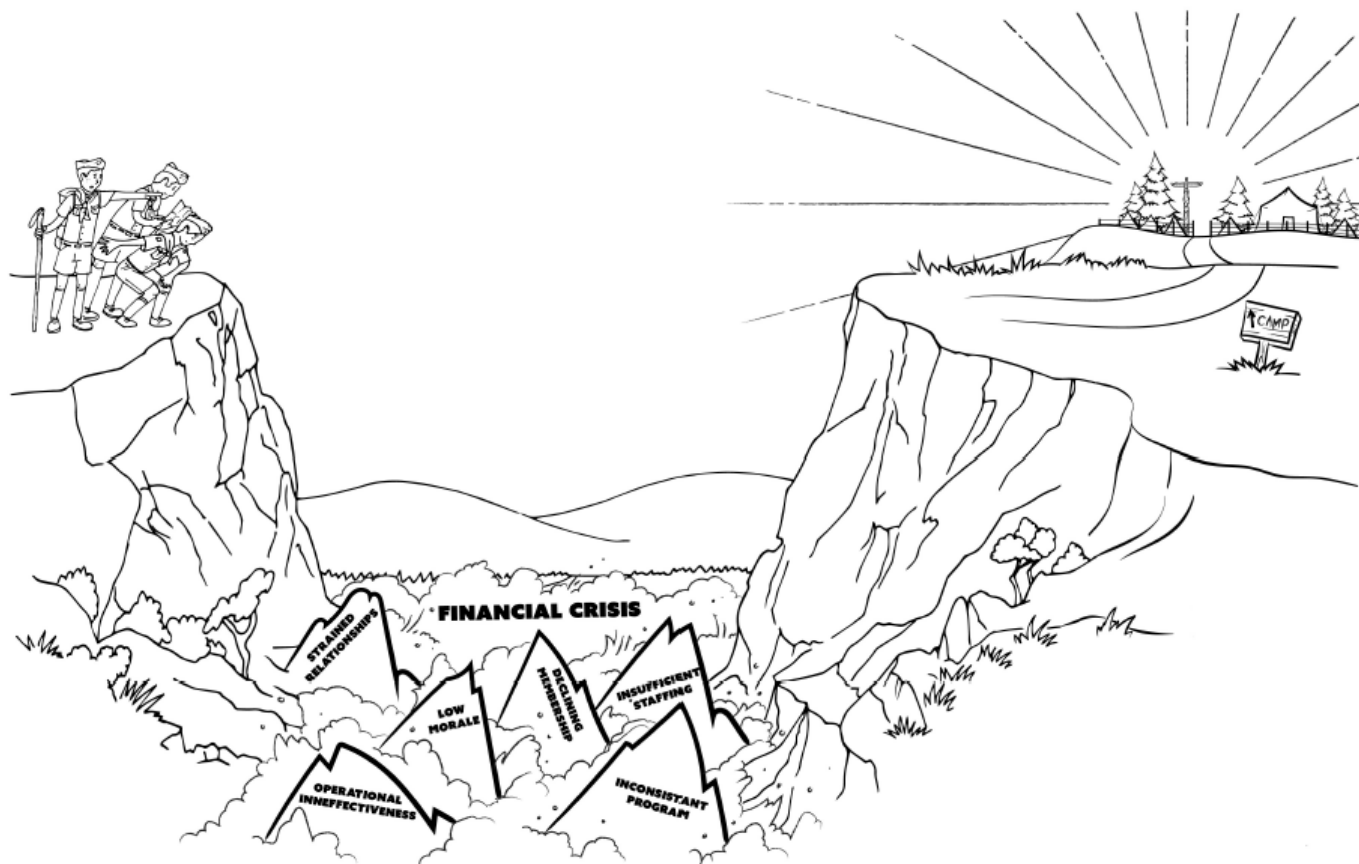
**Unit Health**

**Operational Effectiveness**

**Financial Stability**



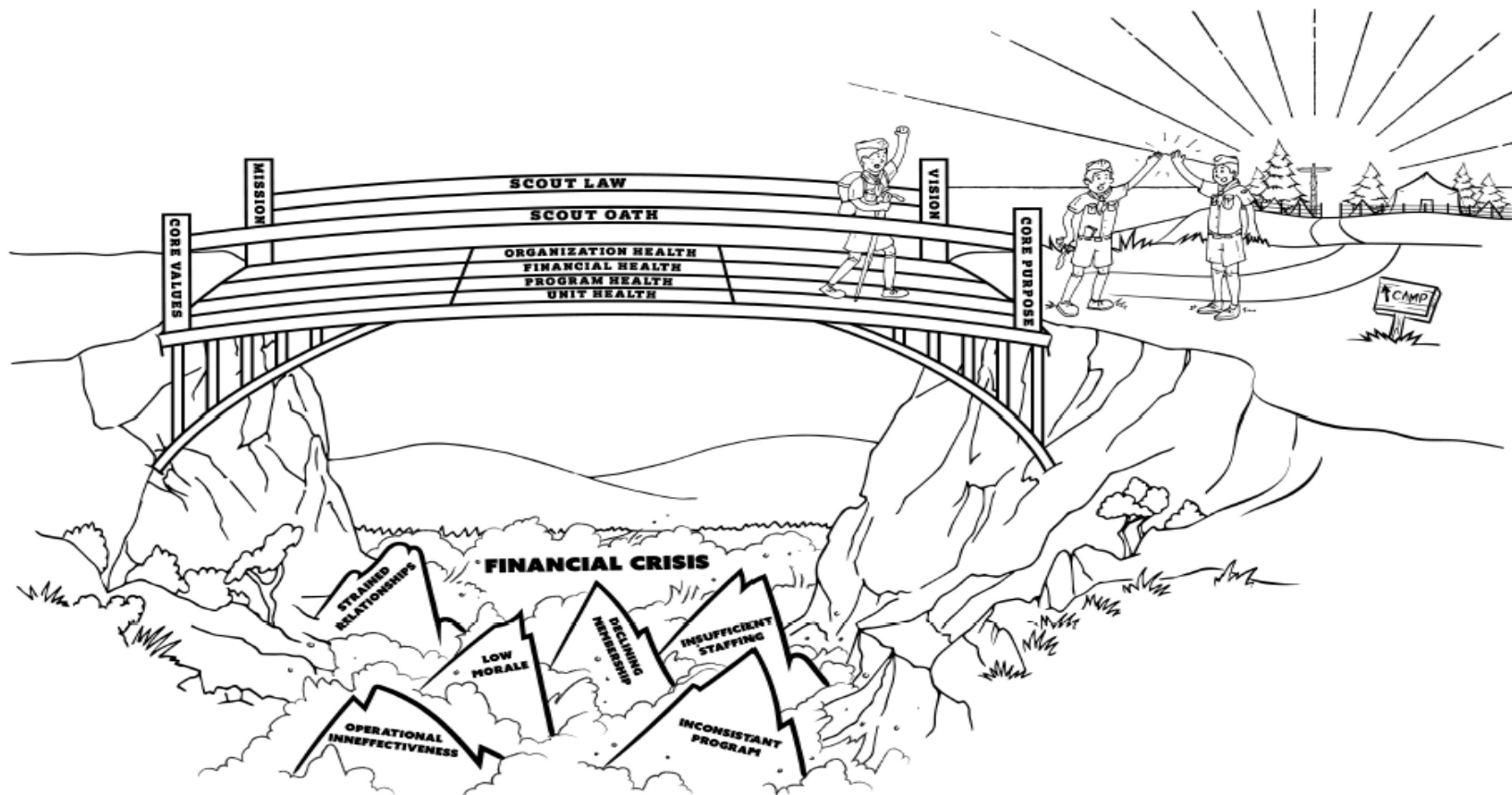
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**Hire Development Director**

**Complete Camp Closures**



**Engage the  
Community**

**Camp Thunderbird  
Improvements**

**Membership**

**Regain our Pride  
of Scouting**

**Fill Vacant Paid Staff Positions**

**Fundraising  
FOS**

**Fill Vacant Volunteer Positions**

**Capital Campaign**



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# Camp Thunderbird Redevelopment