



# JOHN BEALL

Executive Vice President,  
Chief Financial Officer and Treasurer

# NEW CFO – START DATE 4/1/24

## Undergraduate Degree: BBA



## Masters in Business: MBA



- Over 20 years as CFO and senior roles with public and private equity companies



- Company sizes varied from early-stage to Fortune 100
- Treasury, Financial Planning & Analysis, Capital Raising and ***Building Teams*** -  
***Consistent theme throughout my career***



# EAGLE SCOUT AND VOLUNTEER

**Earned Eagle Scout & OA at Age 15**

**Volunteered for 13 years at the pack and troop level**

**John Beall Cub Leader**



**Josh Beall – Eagle Scout**



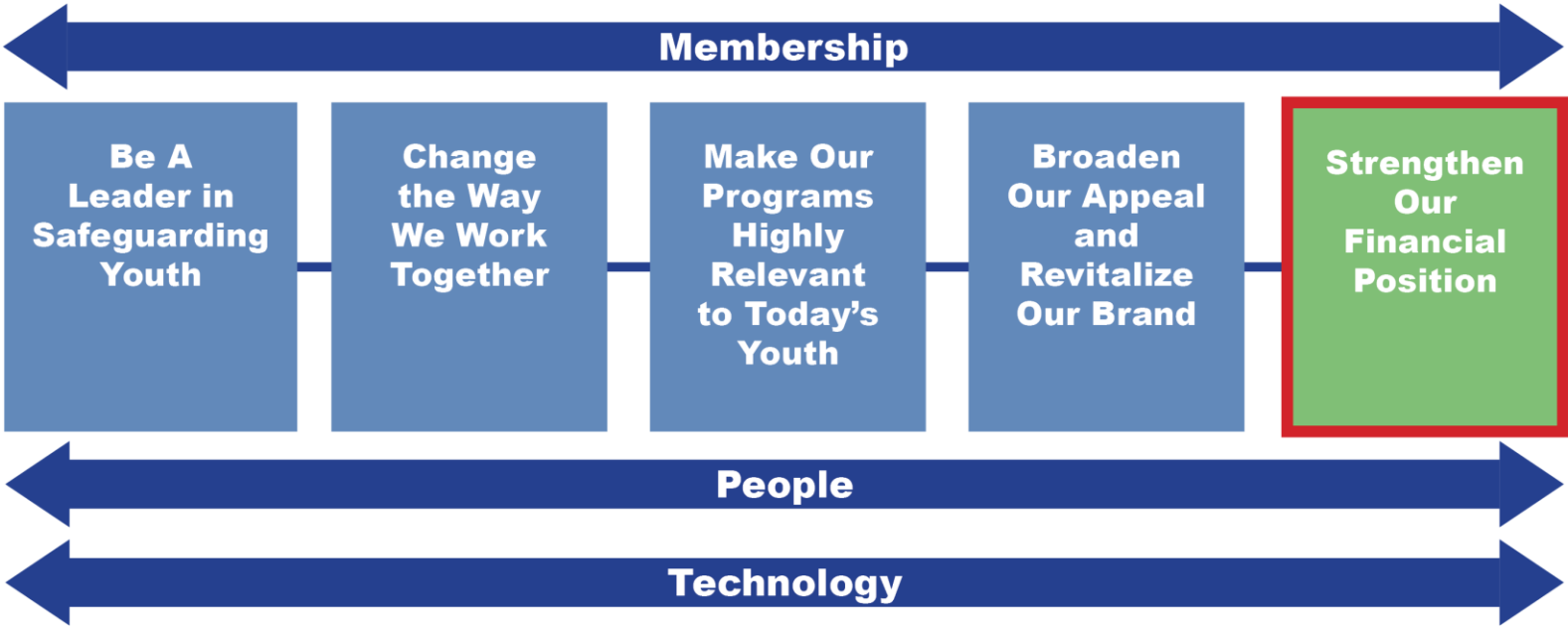
**John Beall PRAY/Merit Badge Leader**





# Our Goal: To Prepare America's Youth for Lives of Impact and Purpose.

BOLD — INCLUSIVE — TRUSTWORTHY — SERVICE-ORIENTED



Our Imperative		Key Metrics		
Live the Ideals of the Scout Oath and Law		America's Leader in Safeguarding Youth	Satisfaction	Membership Growth
				Debt Below \$200 million Dec. 31, 2026

# BOARD DIRECTION

## Achieve Financial Stability

### Fifth – Achieve Financial Stability

- Embark on a \$1 billion **fundraising campaign**.
- **Retire debt by 2030**
- Establish NSC's annual **operating plan and capital plan** that is clearly communicated throughout the organization and the local councils.
- Properly **provide local councils** with definitive financial guidelines.
- Develop a long-term framework to routinely review the merits of **council consolidation** and **camp consolidation**.



# INTERPRETATION



- Embark on a \$1 billion fundraising campaign
- Retire debt by 2030
- Establish NSC's annual operating plan and capital plan - clearly communicated
- Properly provide local councils with definitive financial guidelines
- Develop a long-term framework to routinely review the merits of council consolidation and camp consolidation

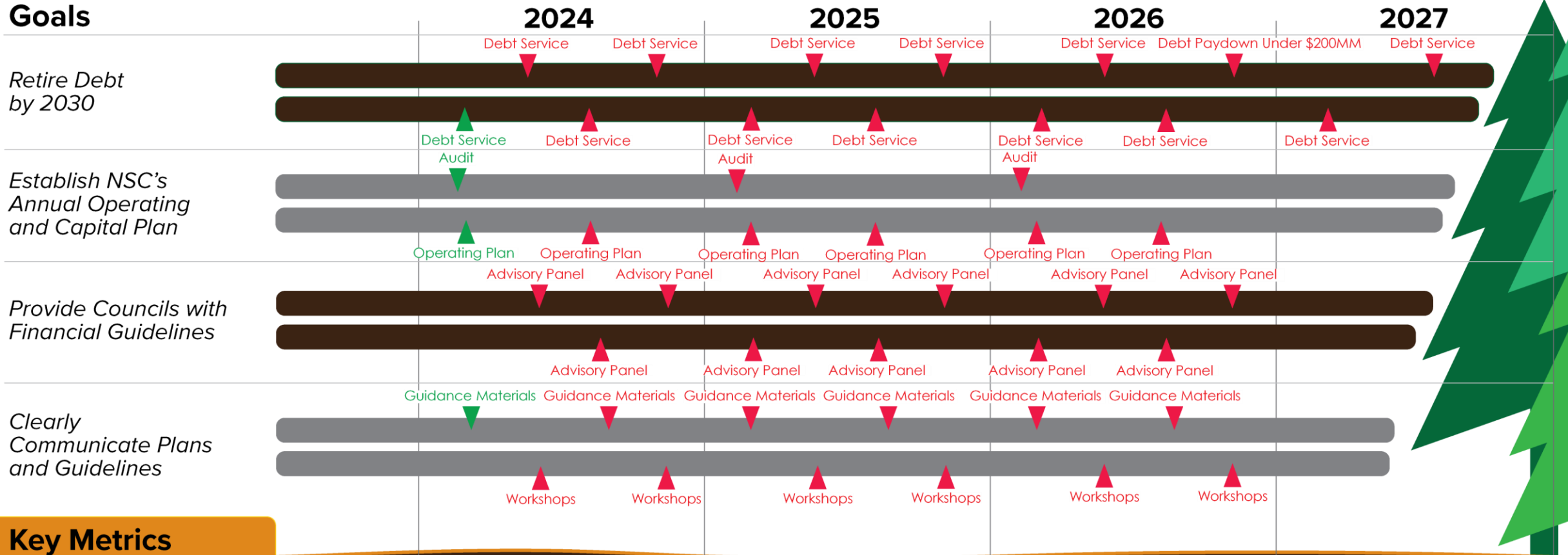




# Strengthen Our Financial Position

Preparing America's Youth for Lives of Impact and Purpose

## Goals



## Key Metrics

	2024	2025	2026	2027
<b>Safeguarding Youth</b> <small>(Fatalities)Abuse</small>	(1)0	(0)0	(0)0	(0)0
<b>Satisfaction</b> <small>(Satisfaction Index)</small>	44%	46%	48%	50%
<b>Membership</b> <small>(In Thousands)</small>	1,050	1,155	1,265	1,380
<b>Financial</b> <small>(Debt)</small>	\$391MM	\$362MM	\$198MM	\$172MM

# DUTIES OF THE CFO





# PART 1



- Retire the debt by 2030
- Debt below \$200MM by 12/31/26



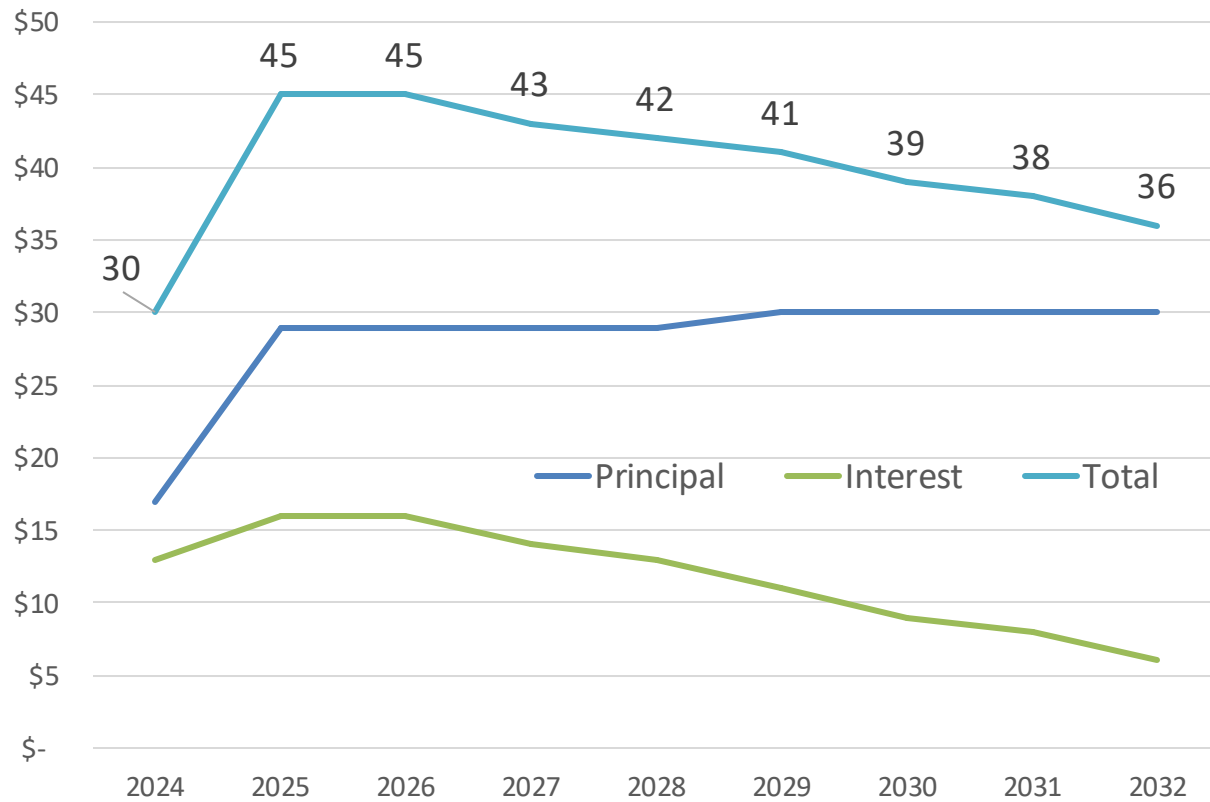
# BSA Debt Schedule as of 4/25/24:

Debt Schedule			
<i>in thousands</i>			
Debt	Interest Rate	Maturity	Principal O/S
2012 Bond	2.94%	4/19/2033	145,662
2010B Bond	3.22%	4/19/2033	40,137
2010 Term Loan	6.43%	4/19/2033	11,250
Converted Term Loan	6.68%	4/19/2033	65,640
Total JPM Debt	4.06%	*	\$262,689
Foundation Loan	6.50%	4/19/2033	38,520
Settlement Trust Note	5.50%	2/15/2033	83,680
<b>Third Party Obligations</b>			
Core Value Cash Pool		4/19/2025	12,500
Professional Fees		4/19/2025	750
Total Obligations			\$ 13,250
Total Debt & Obligations			<u>\$398,139</u>

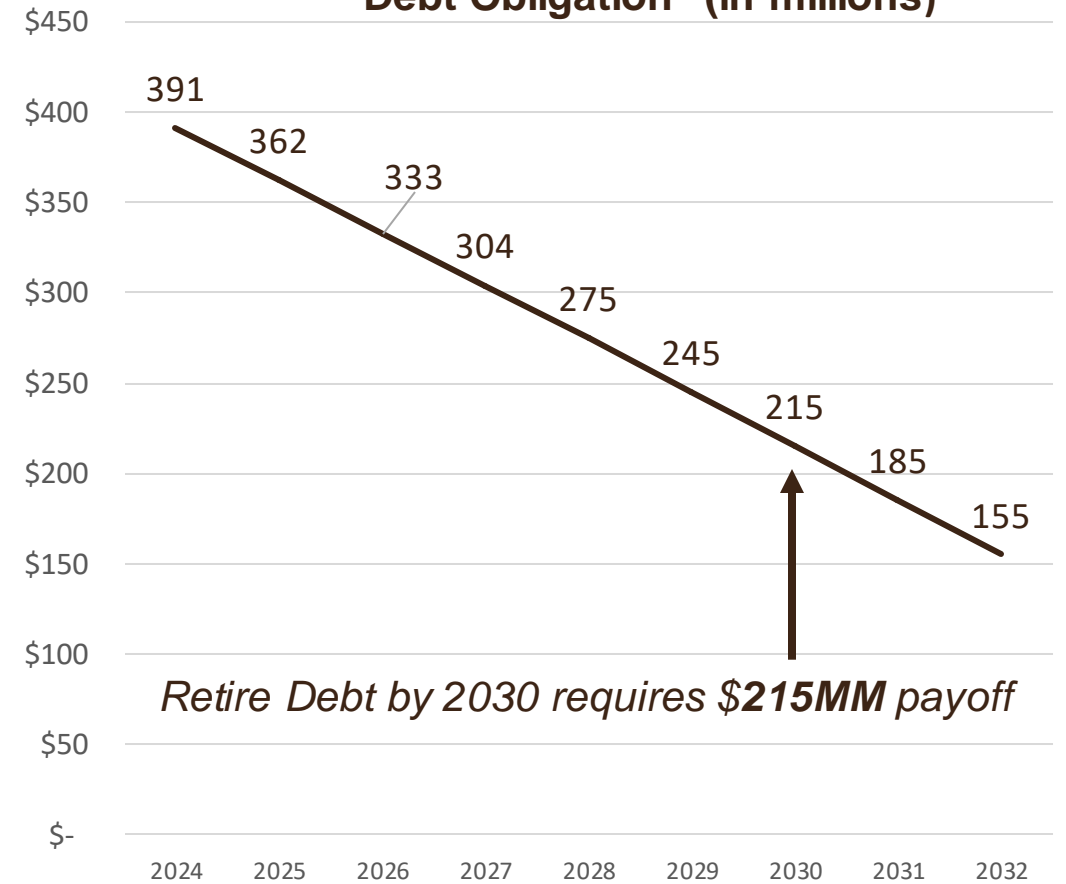
*\*JPMorgan Chase Blended Interest Rate*

# DEBT SERVICE THROUGH 2032 (REQUIRED)

## Debt Service (in millions)

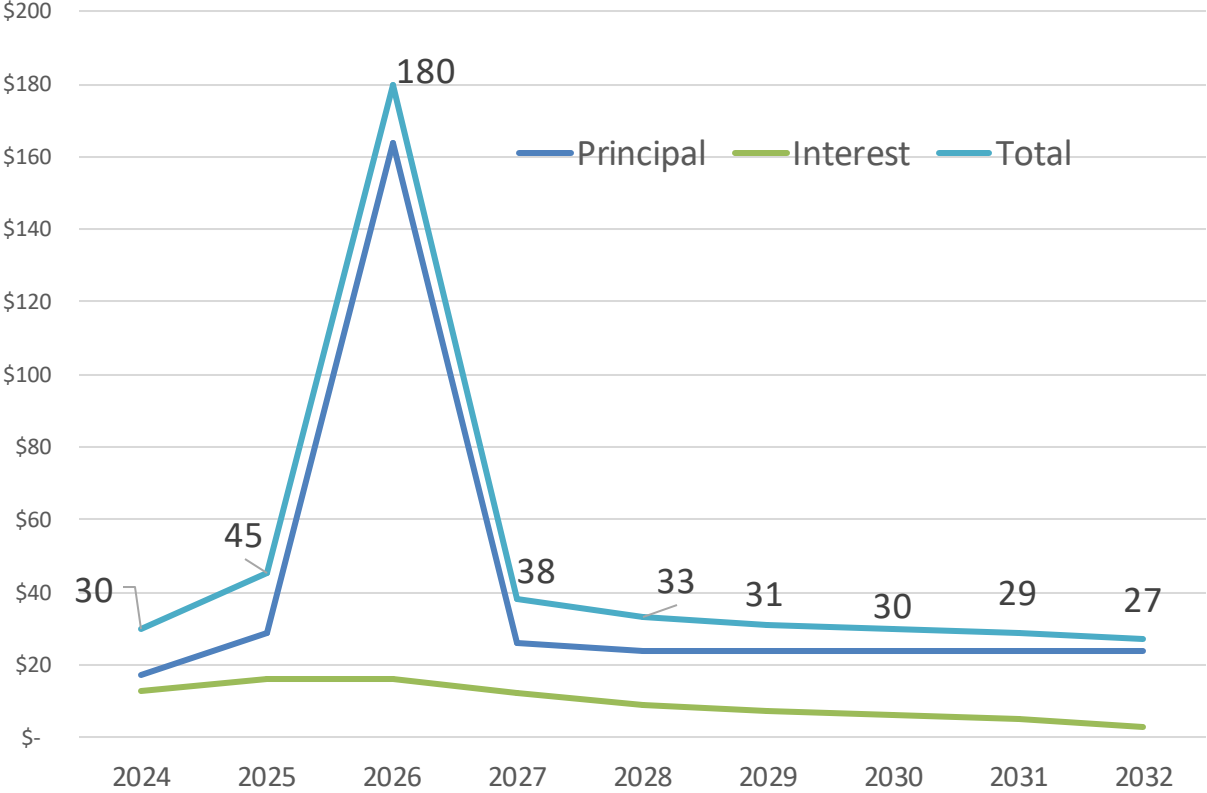


## Debt Obligation (in millions)

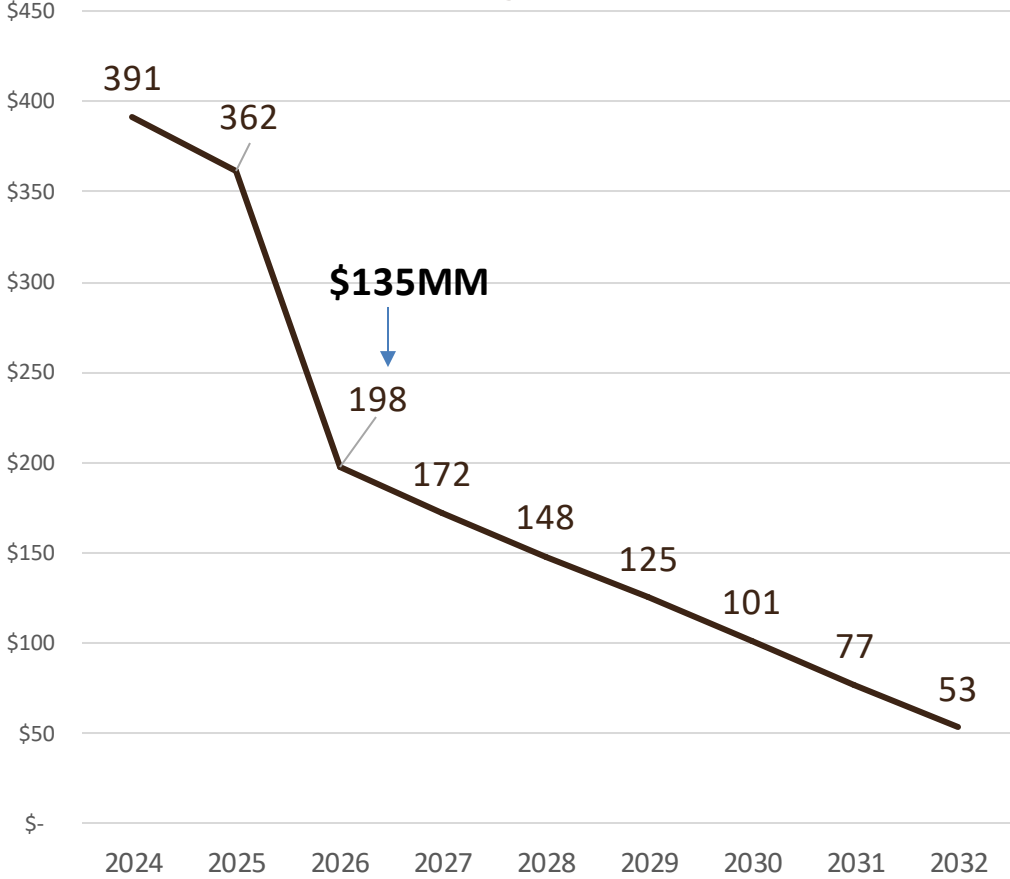


# DEBT SERVICE THROUGH 2032 (\$135MM PAYDOWN)

Debt Service (in millions)



Debt Obligation (in millions)





# PART 2



Establish the NSC's annual operating plan and capital plan that is clearly communicated throughout the organization and local councils



# 5-YEAR OPERATING PLAN (REVENUES)

BOY SCOUTS OF AMERICA					
CONSOLIDATED OPERATING PLAN					
(Non-GAAP Forecast)					
(In Thousands)	2024	2025	2026	2027	2028
	Budget	Estimate	Estimate	Estimate	Estimate
<b>NSC Revenues (Self-Sustaining Activity Revenues)</b>					
Supply Sales	91,983	96,000	102,000	104,000	107,000
High-adventure Base Revenue	60,656	63,000	65,500	69,000	72,000
Jamboree Revenue	0	4,000	28,000	0	0
Jamboree Deferred Revenue	0	0	0	0	0
<b>Total Self-Sustaining Activity Revenues</b>	<b>\$ 152,639</b>	<b>\$ 163,000</b>	<b>\$ 195,500</b>	<b>\$ 173,000</b>	<b>\$ 179,000</b>
<b>NSC Program Revenues (Core Program Revenues)</b>					
Registration Fees	114,717	125,966	132,667	138,670	142,016
National Service Fees	10,750	12,000	15,000	17,000	19,000
GLIP Revenues (minus GLIP Reg Fee)	6,946	6,900	7,000	7,500	7,500
Unrestricted Earnings on Investments	94	100	0	0	0
Contributions and Bequest	6,414	7,000	9,000	11,000	12,000
Other Expenses (Note 1)	29,820	30,000	28,000	27,500	29,000
<b>Total Core Program Revenues</b>	<b>168,741</b>	<b>181,966</b>	<b>191,667</b>	<b>201,670</b>	<b>209,516</b>
<b>Total Revenues</b>	<b>\$321,380</b>	<b>\$344,966</b>	<b>\$387,167</b>	<b>\$374,670</b>	<b>\$388,516</b>

# 5-YEAR OPERATING PLAN (EXPENSES & PROFIT)

<b>Self-Sustaining Activity Expenses</b>					
Supply COGS & Expenses	48,121	50,000	52,000	53,000	54,500
High-adventure Base Expense	32,024	33,500	34,000	36,500	37,500
Jamboree Expense	0	2,000	27,000	0	0
Jamboree Deferred Expense	0	0	0	0	0
<b>Self-Sustaining Activity Expenses</b>	<b>80,145</b>	<b>85,500</b>	<b>113,000</b>	<b>89,500</b>	<b>92,000</b>
<b>Core Program Expenses</b>					
GLIP Claims, Losses, Expenses, Distributions	41,952	42,000	45,000	46,000	44,000
Salary and benefits expenses	106,743	110,000	114,000	118,000	122,000
Outsourcing/External Services	9,954	10,500	12,000	13,000	15,000
Information Technology	9,251	15,000	16,000	17,000	20,000
Depreciation	10,629	10,000	13,000	14,000	17,000
Interest	17,740	18,000	16,000	16,000	14,000
Other Expenses (Note 2)	35,177	25,500	28,000	29,000	29,500
Bankruptcy Costs	5,090	5,000	0	0	0
<b>Total Core Program Expenses</b>	<b>236,536</b>	<b>236,000</b>	<b>244,000</b>	<b>253,000</b>	<b>261,500</b>
<b>Total Expenses</b>	<b>\$ 316,681</b>	<b>\$ 321,500</b>	<b>\$ 357,000</b>	<b>\$ 342,500</b>	<b>\$ 353,500</b>
Net Assets Released from Restrictions	18,471	18,000	18,000	16,000	15,000
<b>Net Operating Income (Loss)</b>	<b>\$23,170</b>	<b>\$41,466</b>	<b>\$48,167</b>	<b>\$48,170</b>	<b>\$50,016</b>
<i>Note 1: Popcorn Royalties, Gift Fee, Foundation Admin Fee, Int Income</i>					
<i>Note 2: Travel, Facilities, Operations, Office, Legal, HR/onboarding</i>					



# PART 3



Properly provide local councils with definitive financial guidelines





# Financial Transparency & Guidelines

- **CFO Advisory Group (CFO AG)** (est Q2 - 2024 launch):  
12–15 members with meetings Quarterly; members will be invited from each council class level
- **Financial Workshops** (est Q2/Q3 2024 launch):  
Workshops for Councils to assist in their budgeting and to share overall financial best practices; Semi-annual meetings
- **Guidance materials readily available:**
  - Financial Audit guide available now for comprehensive audit guide (scouting.org... council support section on website)
  - Other guidance forthcoming as requested and as needed



# PART 4



Develop a long-term framework to routinely review the merits of council consolidation and camp consolidation



# Build Better Financial Sustainability

- **Recapitalize Councils**, as needed, for long-term structure
  - Rebuild council financial health, i.e, balancing budget
  - Enable expanded programs for council growth by National Supply and NSC for operational and financial guidance
- **Improve forecasting, operating and financial strategy**
  - Improve efficiency in systems, reporting and local capital raising
  - Work together as one organization with best practices





# NATIONAL SUPPLY INITIATIVES



- Improved Wholesale Pricing/Tier Pricing
- New Cub Scout Welcome Kit
- Digital Product Sales Platform  
*(DEMO pilot displayed at NAM booth)*
- Updating All Lease and Distributor Agreements with Local Councils

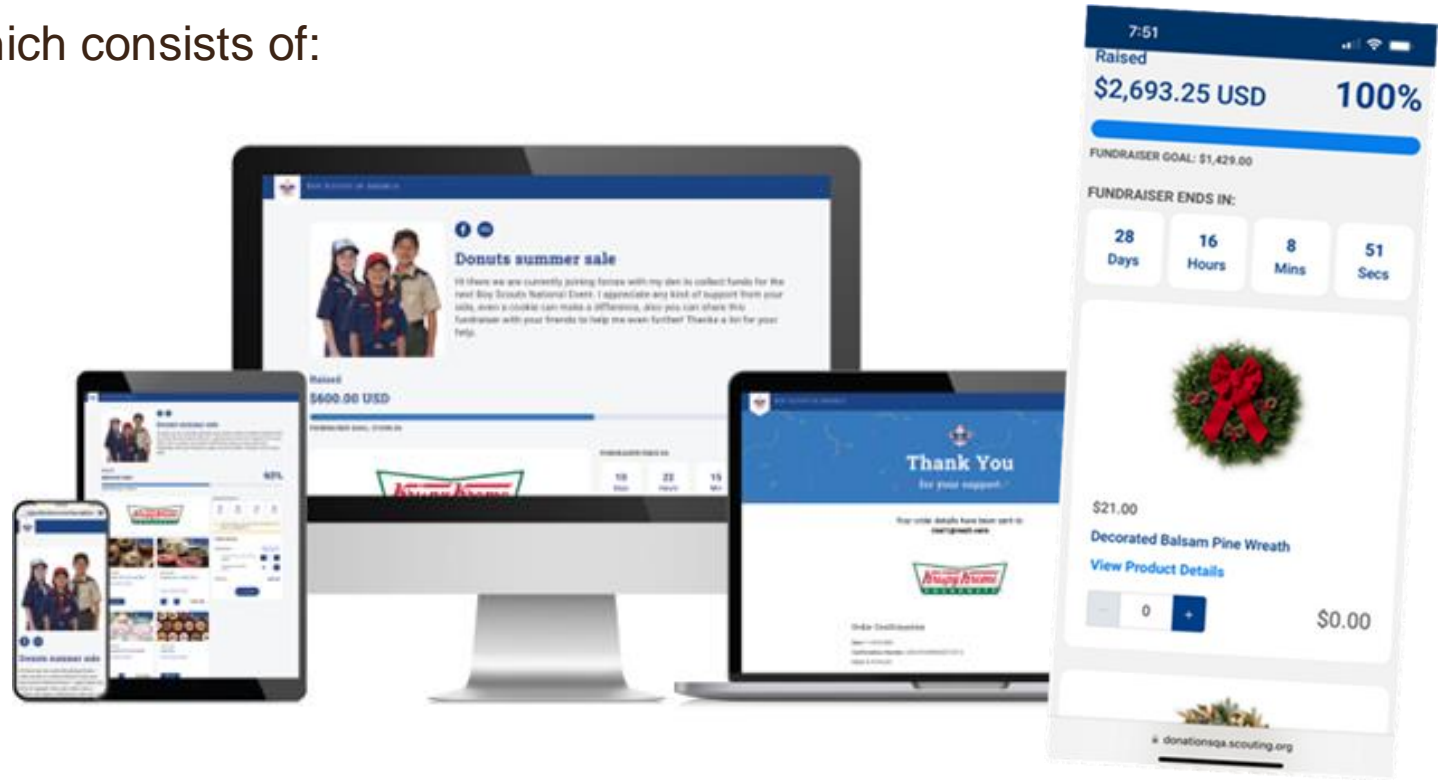




# DIGITAL PRODUCT SALES PLATFORM

## PARTNERSHIPS THAT ARE EITHER ON BOARD OR IN DISCUSSIONS:

- 1800 Flowers (Family of Brands) which consists of:
  - Harry and David
  - Wolferman's Bakery
  - Simply Chocolate
- Krispy Kreme
- See's Candy
- Crayola Flowers
- Virginia Diner (Nuts)
- Logan Farms (Gourmet Foods)
- Chocolate Moonshine
- Pearson Ranch (Jerky)
- Rufus Teague Nuts



# Eagle Scout Challenge



# 5 OBLIGATIONS FOR EAGLE SCOUTS

## A Challenge to ALL SCOUT LEADERS (NSC & Councils)

- I) Eagle Scout is to live with honor – The foundation of true character; A Scout is Trustworthy –  
**The white part of the Eagle badge reminds us to live with honor**
- II) Eagle Scout is to always show loyalty – Family, Scout leaders, friends, schools and our nation –  
**The blue part of the Eagle badge always inspires loyalty**
- III) Eagle Scout is always courageous – Bravery and courage to not only face danger, but also to trust God and to seek ways to make our world a better place -  
**The Red part of the Eagle badge reminds us to be courageous**
- IV) Eagle Scout is always cheerful – Scouts and Leaders should always wear a smile and; A Scout is Friendly.
- V) Eagle Scout has a responsibility to serve others – Scouts and Leaders should be looking for areas to serve –  
**Do a Good Turn Daily and Be Prepared** – These traits should have more impactful meaning as Eagles and Adult Leaders – Be humble and live as an example to others.





# Strengthen Our Financial Position



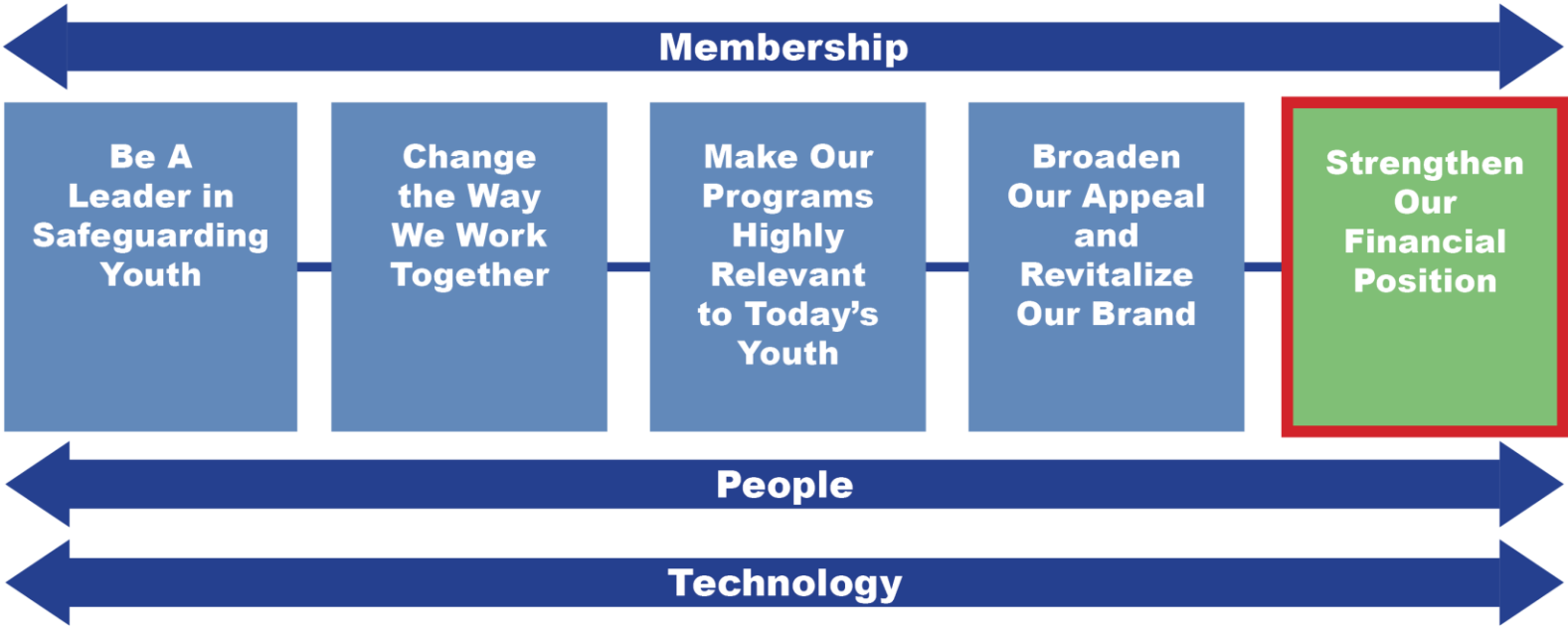


# CHASITY McREYNOLDS

Assistant Chief Scout Executive,  
EVP, Chief Development Officer, and  
President, National BSA Foundation

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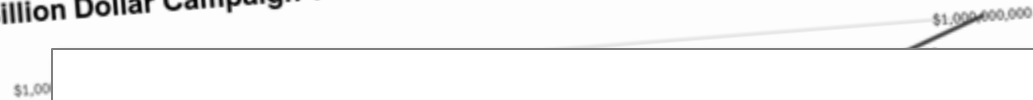
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### Billion Dollar Campaign Timeline Forecast



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SCOUTING  FORWARD

SCOUTING  FORWARD

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SCOUTING  FORWARD



# INTERPRETATION



- Launch the Campaign for Scouting America
- Help Retire the Debt by 2030





# CAMPAIGN FOR SCOUTING AMERICA

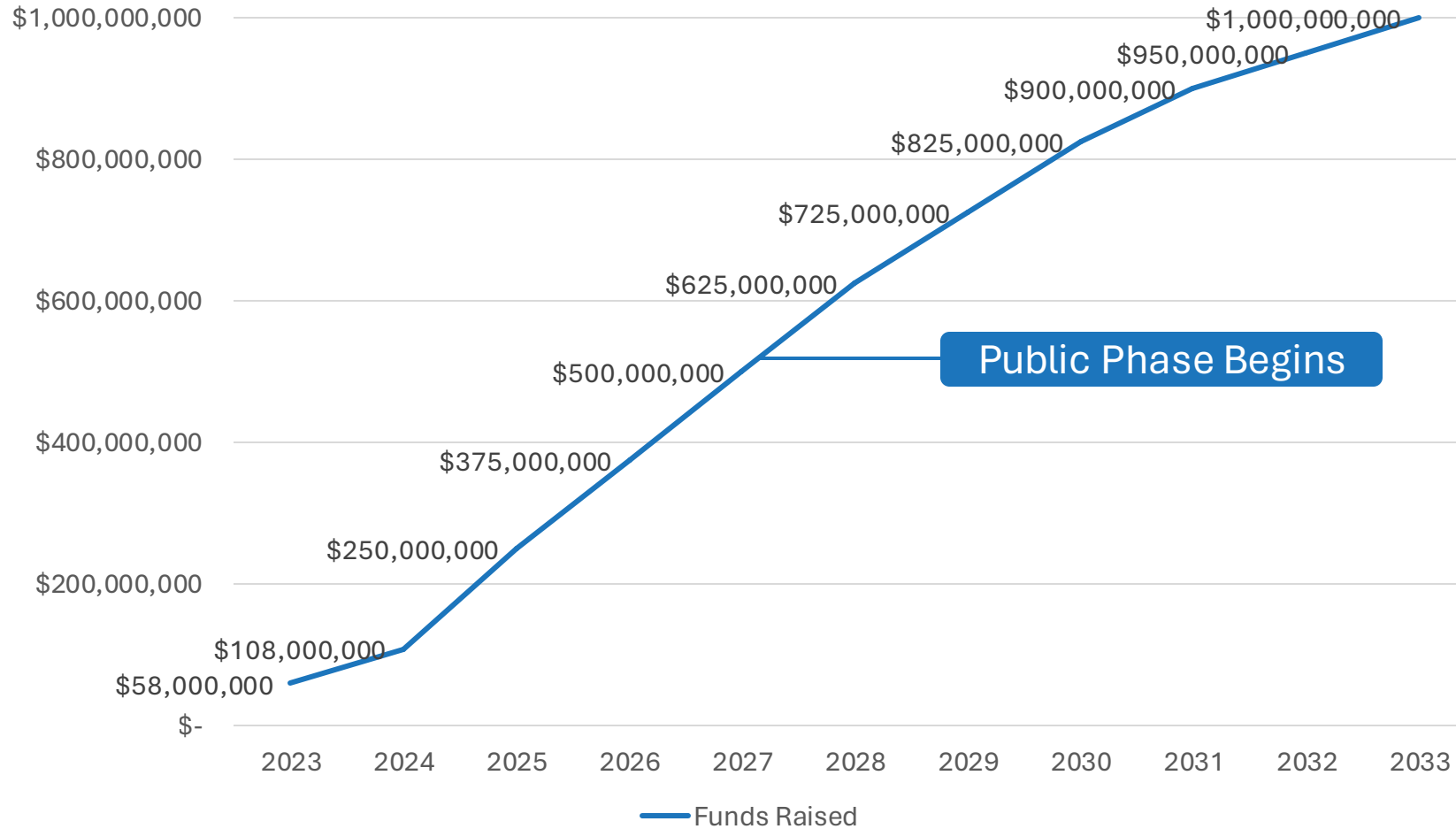


**Purpose:** Transform and fund Scouting locally and nationally

- Fund Roadmap initiatives that impact front-line user experiences, people, and technology
- Recapitalize local councils
- Help retire the debt



# FUNDRAISING CAMPAIGN TIMELINE





# FUNDING CATEGORIES



- Program
- Outreach Funds
- Scholarships
- Local Council Funding
- Endowment
- Systems
- Debt

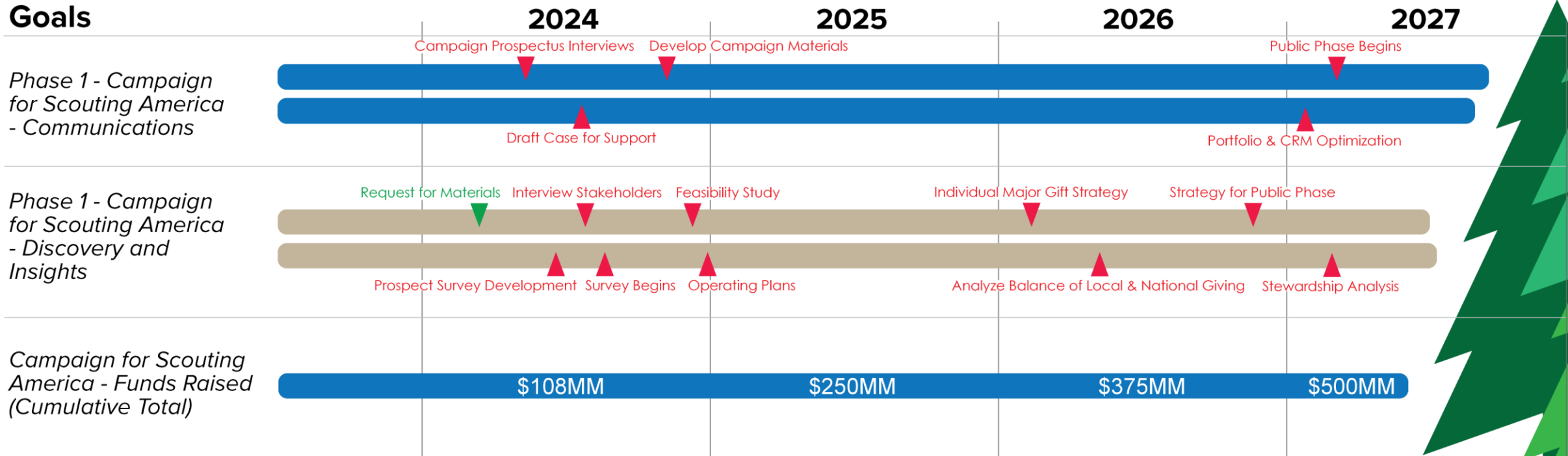




# Strengthen Our Financial Position

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## Goals



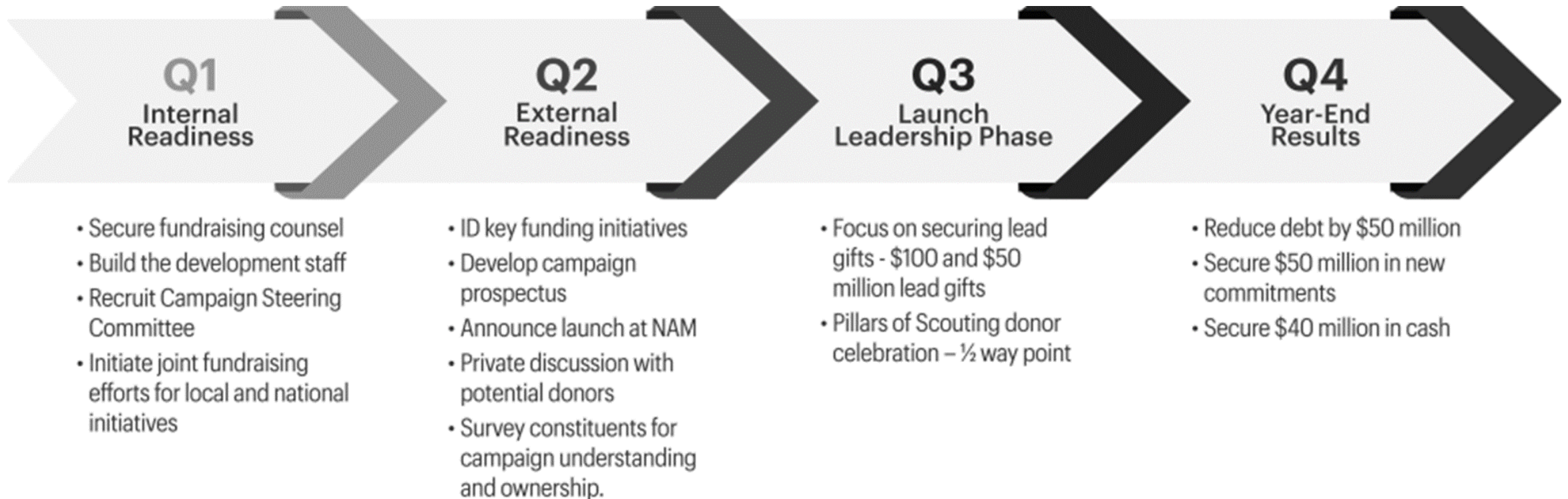
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# Q1 Accomplishments

- Hiring a strong development team
- Hired Fundraising Counsel
- Secured \$10.5 Million in new commitments
- Initiated a collaborative fundraising model with local councils and working prospects



# WHERE WE ARE NOW



2023

\$58,979,456 Raised

2024 to Date

\$10,500,000 Signed Commitments

\$10,000,000 Verbal Commitments

Total

\$79,479,456



# **National Executive Board Giving in 2023**

**\$25,000,000**

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**100%**



# Pillars of Scouting

**\$40,000,000**

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**\$100,000,000**





# **Local Council Direct Support**

**2023:**

**\$253,744,952**

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**2022:**

**\$227,378,142**





# JOHN ANDREWS

Scout Executive and CEO,  
Northern Star Council

Northern Star Scouting's Board of Directors voted to assist the National Council in eliminating all Scouting America debt.

The final bankruptcy plan of reorganization was shaped, evaluated, and affirmed by every local council, and every council contributed financially to emergence.





Sustainability for  
Scouting America, and  
for councils, cannot come  
from fees for services or  
member registration fees.

We have joint and several responsibility for a federally-guaranteed pension plan.





## Partnerships and Agreements





# MANUEL RAMOS

Scout Executive and CEO,  
Chief Seattle Council





# VINCE LA PADULA

Chair, Development Standing Committee,  
BSA National Executive Committee Member





# Strengthen Our Financial Position

