

## **FTI Culture:**

FTI is in the business of saving the magic of Treasure Island. We are in the magic business just like Disney. I use this analogy in part because of the parallels between Treasure Island and Disney. At TI and Disney, you have to be good at two things: moving people and customer service.

That brings me to expand on the foundational layer of the Alignment Model used to build FTI (*cue the eye roll*). That layer is Culture. Many's the merger that failed because of a culture disconnect – Mercedes and Chrysler the most glaring. Our collective backgrounds in scout camp, scouting principles and the Order of the Arrow form a strong culture layer.

Now that we shift to operations, let's touch on how our culture might expand. The TI Camp Staff should excel in customer service. We should surprise scouters and scouts with a Scout Law, can-do attitude, friendliness, be funny, a 'carry their packs' type service that makes them go – 'who are these guys?'.

And that's part of the magic.

In the Army, one of our units motto was '*our stuff is only as good as the people we steal from..*' and, in that light, I share the following from Disney:

Surprising - courtesy is not always the first priority for Disney staff. Why, you might ask? It's because of this critical factor: Disney has defined and prioritized a set of quality service standards that guide staff through a decision-making process for all Guest-related situations and issues. Therefore, in the hierarchy of these customer service standards, courtesy takes second place, behind our highest priority - safety. Staff must be able to make sound decisions impacting a variety of guest situations and issues, often in changing settings and circumstances. To support this decision-making process, staff are trained on Four Keys Basics, in priority order: Safety, Courtesy, Show and Efficiency. This training ensures that staff fully understand that Safety is always the number one concern and priority—everything else, including Courtesy, falls in line after it.

The BSA connection as an important keystone to the culture:

We established the 501c3 in 2009 with the expressed purpose of saving the magic of TI for future scouts. We purposely imbedded the Scouts BSA component our Vision and Mission statements. It was not only about saving the physical entity. Early on we did not know what ownership combination might arise be it FTI or other entity purchased or owned by Green Acres and leased to FTI or operated by CoLC but the Vision and Mission never changed. The strategy, systems and structure of FTI can and did change to fit the current external environment but must stay aligned with the Vision and Mission (see below). The terms above are derived from a Rand Corp model called the Alignment Model, which we used to form the 501c3 and provide a common set of terms to

communicate. We found this necessary since we all came in with a unique set of emotional ties and experience to the island, so we needed to make a common language to have the board and FTI work together and be clear to CoLC or to the future owner.

In addition to the Rand model, we used a Product/Market matrix tool to examine the best intersection offered by the island of outdoor experience and customers. Our thinking was for the regional market, a future high adventure product for scouts (a Brownsea Island if you will) in that venue worked best and was complimentary to John's future thoughts of the island as a leadership platform. HOOAH is filling other boxes in the Product Market Matrix with his current public products.

The other facet you may not be aware of is our hope of an alignment with Washington Crossing Council (WCC). In the past, the staff at TI used the river and High Rocks for off camp summer programs. FTI sees TI as offering potential high adventure opportunities to augment local Scouts BSA councils' program. In addition, TI also offers a potential camporee venue.

Finally, Scouts BSA is a youth service creature, we can think of no better platform to provide the 'magic of TI' to new generation of scouts. This is why the FTI Strategy statement explicitly reinforces the Scouts BSA connection.

Therefore, in addition to the above, which, by strategy and design, bind us to BSA as best *but not easiest path*, we see a real human component to BSA membership for Camp Staff at play here. The best TI Camp Staffs saw themselves as unique and, frankly, elite. This foundation is a key component of high performing military units as well and we've been privileged to see both in action. FTI feels like the best performing core camp staff will need to think of themselves as unique in order to meet the fluid challenges ahead and deliver a great experience. There is no pay, etc., so the reward is performance and affection and we feel that is best achieved by belonging to Scouts BSA. A less critical factor is FTI will need a new generation of leadership and the Scouts BSA connection likely is a catalyst to that generational turnover.

We want to be clear; those who love the island and want to be a volunteer are more than welcome. Scouts BSA membership for the small crew is not meant to be exclusionary but facilitates FTI achieving our mission.

- FTI established as a 501c3 in 2009 with the expressed purpose of:
  - **Vision:** *"Saving the magic of the Treasure Island (TI) for untold thousands of Scouts in the future."*

## Friends of Treasure Island

- **Old Mission:** *“Preserve TI as a Boy Scouts of America (BSA) camping venue, providing leadership and innovation to bring people, ideas, and capital to bear.”*
- **New Mission:** *“Promote and operate TIC as a historic BSA camping venue, providing resources, manpower, and staff expertise.”*
- **Strategy:** Recreate a solid BSA connection to TIC and establish TI Camp Staff to provide required personnel and support for camping and program for BSA units, Order of the Arrow (OA) Lodges, and BSA based high adventure programs. The FTI Board and TICS delivers promotional, operational, and staffing resources in support of the Scouts BSA program and provides HOOAH, LLC / TIO, LLC with a competitive advantage in the marketplace by maintaining this Scouts BSA legacy.