Bay-Lakes Council
Unit Health Index
2022 – 2023 Dropped Unit Analysis
April 2023

Introduction

This narrative summarizes the analysis of Bay-Lakes Council's dropped units from the 2022 and 2023 recharter cycles through the perspective of the Unit Health Index. Only packs and troops, the combination of which make up more than 94% of the council's total units, were included in the analysis.
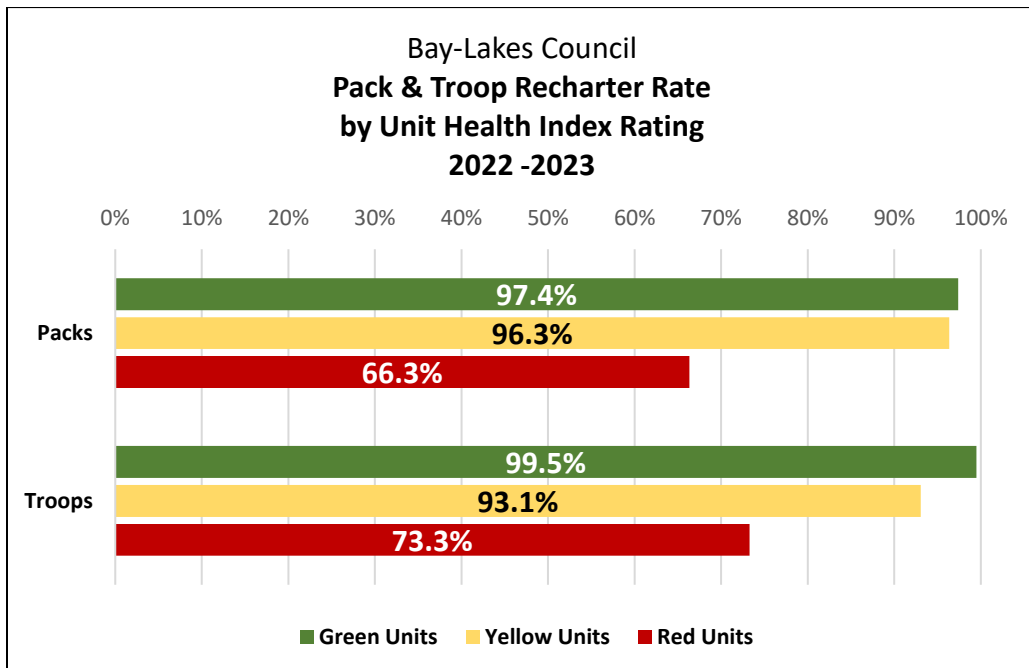
The Unit Health Index was launched in 2021 to be a simple, objective tool that lets Scouting leaders reliably calculate a rating of a unit's overall health. A key objective of the Unit Health Index was to provide a tool that lets us focus on unit health in a way that we have never been able to do before. Because a unit dropping its charter is the ultimate indication of an unhealthy unit, this analysis is an important check on the Unit Health Index's ability to reliably forecast which units are unhealthy and are at greatest risk to not recharter.

Recharter Record

For the 2022 and 2023 recharter cycles, packs and troops rechartered at the following rates based on their Unit Health Index rating:
- Green Units: 98.6%
- Yellow Units: 94.5%
- Red Units: 70.0%

The following graph breaks down recharter rates by program:

Bay-Lakes Council
Pack & Troop Recharter Rate
by Unit Health Index Rating
2022 -2023

	Green Units	Yellow Units	Red Units
Packs	97.4%	96.3%	66.3%
Troops	99.5%	93.1%	73.3%

In both packs and troops, the average size of a dropped unit was significantly smaller than a rechartered unit. For the 2022 – 2023 recharter cycles, the average membership of a rechartered pack or troop was about 2.5 times the average of a dropped unit. Because of the lower average membership per dropped unit, the net negative effect of dropped units on the council's total membership was reduced.
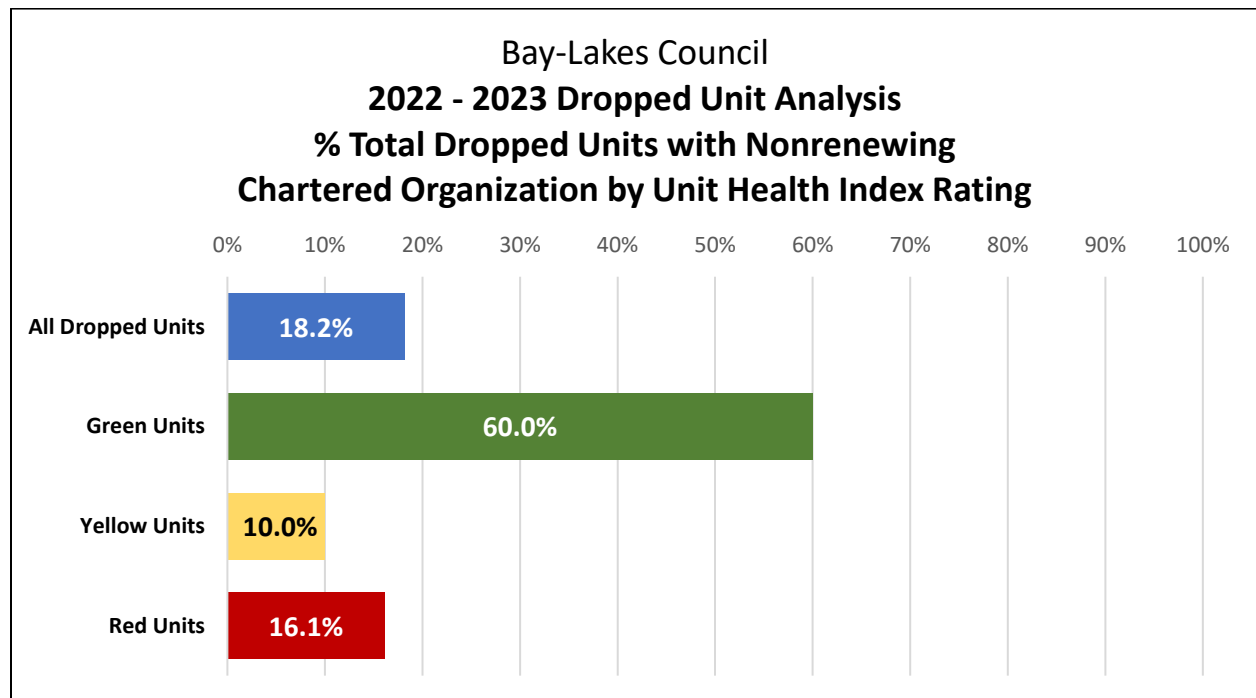
	Avg Members / Unit		2022 - 2023 Total Drops			
	Dropped	Rechartered	# Units	% Units	# Youth	% Youth
Packs	13.7	32.3	24	7.1%	328	3.2%
Troops	5.7	15.3	11	2.7%	63	1.0%

Chartered Organization Charter Nonrenewals

Fallout from the National Council's bankruptcy complicated rechartering in 2022 and 2023. Several community organizations made the decision to not renew charters for their Scouting units. Those decisions forced units to find new community organizations to secure their charters. Unfortunately, some impacted units ended up merging with other units or dropping altogether.

That activity skewed the council's overall recharter record for the analysis period. While some of those dropped units probably would have dropped anyway, not all would have. Unfortunately, there is no reliable way to differentiate which units dropped solely because of their chartered organization's nonrenewal decision and which were weak units destined to drop.

The following graph shows the breakdown by Unit Health Index rating for all dropped units in 2022 and 2023 that had chartered organizations that chose not to renew their unit's charter.

Bay-Lakes Council
2022 - 2023 Dropped Unit Analysis
% Total Dropped Units with Nonrenewing
Chartered Organization by Unit Health Index Rating

All Dropped Units: 18.2%
Green Units: 60.0%
Yellow Units: 10.0%
Red Units: 16.1%

60% (three of five) of the Green Units dropped in 2022 and 2023 were dropped by chartered partners who made the decision not to renew their charter. They ended up merging with other units in their community. In all likelihood, those units would not have dropped had their chartered partners not made their bankruptcy driven decision to drop the charter.
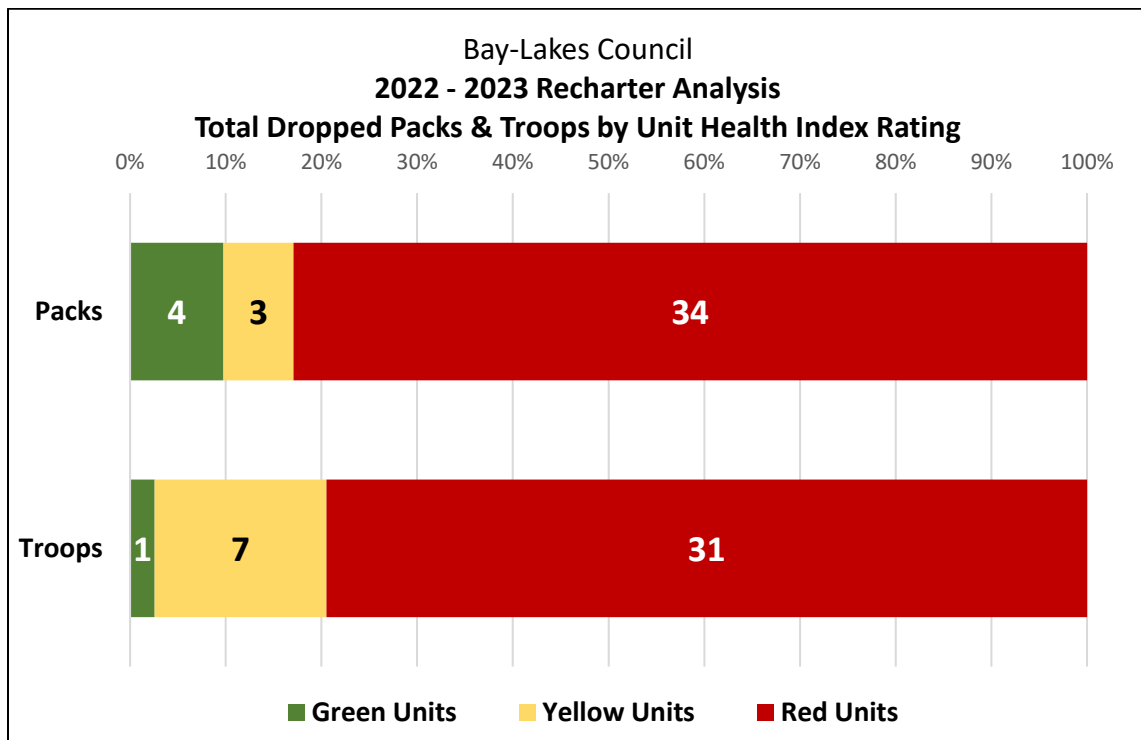
16.1% (10 of 62) of the Red Units dropped in 2022 and 2023 were chartered by organizations that made the decision not to renew their charter. Had their chartered partner not made that decision, it's likely that some of those units would have renewed. However, given the broader record, it's likely that some, perhaps many, would have dropped anyway because of the fact that the unit had a poor overall health record.

Unit High Risk Profile

One of the goals of this analysis was to try to identify "high risk markers" that would indicate the presence of a high likelihood that the unit would drop. Based on the data available, no such single marker was identified.

However, the fact that Green and Yellow Units rechartered at rates approaching 100% and Red Units consistently dropped at significant rates is telling.

The following graph breaks down total dropped units for 2022 and 2023 by Unit Health Index rating.

81.3% of all packs and troops dropped in 2022 and 2023 were Red Units. That rate is significantly disproportionate to the overall distribution of Red Units in the council. At the end of 2022, 29.3% of packs and troops were Red Units.

A deeper analysis of the health questions for Red Units revealed that while no single or combination of questions is a significant predictor of a unit's likelihood to drop, there is a clear pattern of risk. The following tables show the percentage of Red Units that dropped in 2022 or 2023 broken out by Unit Health Index question answered "no."

% Red Packs that Dropped in 2022 – 2023 by
Unit Health Index Question Answered "No"

Cubmaster Trained	29.9%
Attend Summer Camp Last Year	29.6%
Rank Advancement in Last 6 Months	34.9%
Year-Over-Year Membership Gain	45.2%
Exceed Small Unit Threshold	38.4%

% Red Troops that Dropped in 2022 – 2023 by
Unit Health Index Question Answered "No"

Scoutmaster Trained	24.7%
Attend Summer Camp Last Year	35.1%
Rank Advancement in Last 6 Months	30.1%
Year-Over-Year Membership Gain	25.3%
Exceed Small Unit Threshold	29.0%

Example of how to interpret the tables: 29.9% of the Red Packs that did not have a trained Cubmaster dropped in 2022 or 2023.

While the percentages vary between the years and no single question is a "definitive" predictor of a unit's likelihood to drop, the implications are significant. Most questions reveal at least a one-in-four chance of the unit dropping, and some go has high as a one-in-two chance.
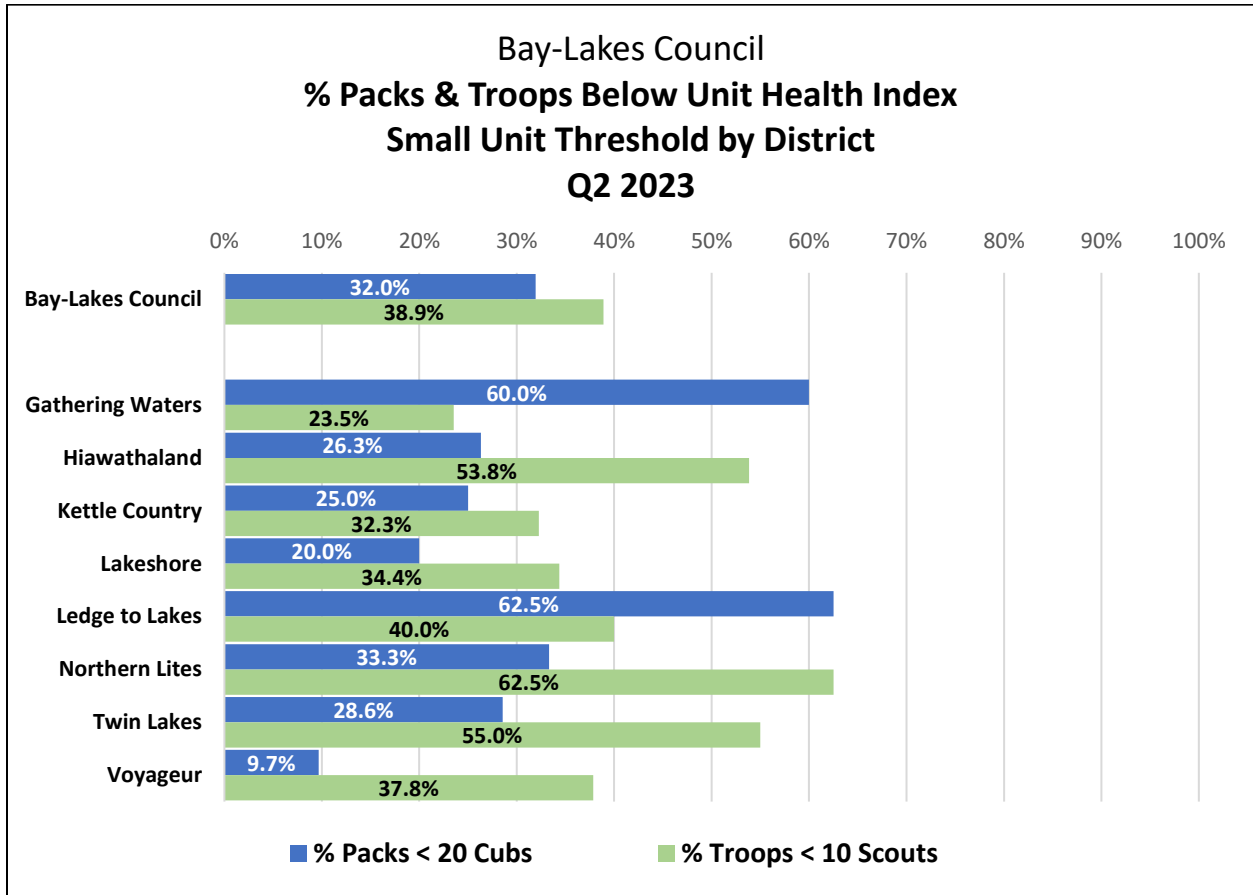
Small Units in the Bay-Lakes Council

Small units (defined in the Unit Health Index as packs with fewer than 20 Cubs and troops with fewer than 10 Scouts) are inherently in a disadvantaged health situation. They lack the scale enjoyed by larger units that help predict success. They have smaller committees to draw resources from and the loss of even a few members can prevent the unit from being able to recharter.

In acknowledgment of this unique situation, exceeding the small unit threshold is included in the Unit Health Index as one of its five core health questions. While small units can otherwise be healthy and successful, the odds are against them. This situation means that small units are in a unique risk profile that pose challenges to overcome.

The Bay-Lakes Council has some large communities, but significant portions of the council are very rural. That reality is reflected in the fact that just over one-third (35.8%) of the council's units are small units, as defined by the Unit Health Index. Those small units are also disproportionately Red Units – 70.2%.

The distribution of small units within Bay-Lakes Council varies by program and district, as reflected in the following graph.

Conclusion

Several important conclusions can be derived from this analysis:
- This analysis is another validation that the Unit Health Index is a reliable predictor of a unit's overall health.
- The Unit Health Index is an objective, reliable predictor of a unit's likelihood to recharter.
- No single health metric was identified as a significant predictor of a unit's likelihood to recharter.
- Resources and initiatives to improve unit health and improve a unit's likelihood to recharter should be focused on:
  - Red Units
  - Small Units

For More Information

For more information about this analysis or the Unit Health Index, contact:

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