



WORLD SCOUT JAMBOREE

FINAL REPORT





“I want you all to preserve this badge of the Jamboree which is on your uniform.

... keep it and treasure it.

... It will be a reminder of the happy times you have had in camp.

... It will remind you of the many friends to whom you have held out the hand of friendship.”

**— Lord Baden-Powell,
5th World Scout Jamboree, 1937**

Credits

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OVERVIEW

SCOUTING

The World Organization of the Scout Movement represents over 50 million Scouts around the world from 170 National Scout Organizations. Scouting provides young people with opportunities that contribute to their growth as active citizens by helping them to become agents of positive change who inspire others to act. Scouting's mission "is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society."

WOSM has a vision that "By 2023 Scouting will be the world's leading educational youth movement, enabling 100 million young people to be active citizens creating positive change in their communities and in the world based on shared values." To reach the vision, six key metrics have been outlined:

Youth Engagement

Scouting should give young people the opportunity to develop the skills and knowledge, empowering them to take an active part in the Movement and in their communities. Involvement, recognition, and intergenerational exchange are key in providing a framework for our youth members.

Educational Methods

The Youth Program should provide a non-formal learning environment, strengthening the capacity of young people to face the challenges of tomorrow. Scouting should attract, train, and retain quality adult volunteers to deliver the Youth Program.

Diversity and Inclusion

Scouting should reflect the societies in which it exists and actively work to welcome all individuals without distinction. This diversity should not only be reflected in the membership, but also the methods and programs used within the Movement.



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Social Impact

Every Scout should be involved in community service and share their experiences to inspire others. Through activities and projects, Scouts contribute to their communities and become leaders of positive change.

Communications and External Relations

Scouting's profile should accurately portray what we do and why we do it, reflecting our shared values. By using the most impactful methods of communication, and engaging in strategically relevant partnerships, Scouting should be recognized as the world's leading youth movement.

Governance

The governance of WOSM should be transparent, accountable, efficient, and clearly linked to its overall strategy, and focused on achieving the mission and vision of the Movement. The roles and responsibilities of the different levels in the organization should be clearly defined and understood, ensuring a customer-focused approach. In doing so, we ensure high synergy across all levels of WOSM with a high "return on investment."

JAMBOREE OVERVIEW

The 24th World Scout Jamboree was held 22 July to 2 August 2019 at the Summit Bechtel Family National Scout Reserve in Glen Jean, West Virginia. Above all, the World Scout Jamboree was an educational event that united the world's Scouts to promote peace, mutual understanding, and respect. The Jamboree included a wide variety of outdoor adventure activities and placed an emphasis on everyday life and social interaction among different cultures.

Co-Hosts

The 24th World Scout Jamboree was an alliance of three National Scout Organizations: Scouts Canada, Asociación

de Scouts de México, and the Boy Scouts of America. Each co-host was represented by a co-chair selected and approved by their respective association.



Boy Scouts of America
Founded 1910
2,282,584 members



Scouts Canada
Founded 1914
64,693 members



Asociación de Scouts de México
Founded 1920
45,785 members

Objectives

The 24th World Scout Jamboree adopted vision statements for participants, visitors, and International Service Team members to help guide the planning processes.

Participant and Visitor Experience Vision

To ensure Scouts, Scouters, and visitors attending the 24th World Scout Jamboree feel welcomed and prepared for an exciting, fun-filled, and safe environment



of friendship, fellowship, and learning and growth, with plenty of inspiration jam-packed into numerous challenging experiences. To deliver the promise of Scouting with this event by building bridges between people, cultures, ideas, and lands while encouraging continued growth and development as leaders, lifelong learners, and citizens of the global community, and to perpetuate the principles of Scouting that bring honor and respect to every individual, the Scout Promise, and the Scouting movement around the globe.

International Service Team Experience Vision

To ensure that each and every staff member of the 24th World Scout Jamboree enjoys a welcoming, well-planned, and safe environment that allows them to provide Scouts and Scouters from around the world the experience of a lifetime. We will do this by developing and providing each staff member access to sufficient training, opportunities for fellowship, clear roles and accountabilities, flexible work schedules where possible, and the support necessary to make meaningful contributions to the event while experiencing being a valued member of the World Jamboree IST.

Theme

Our theme, “Unlock a New World,” invited Scouts to unlock new adventures, new cultures, and new friendships. The theme was originally developed by youth representatives from our three host countries, also known as the “Dream Team,” who were responsible for presenting the original bid for the 24th World Scout Jamboree. Because our Jamboree was hosted in North America, it was defined by the cultures found in the “New World” countries of Mexico, Canada, and the USA. This Jamboree provided a different view on the Scouting movement. Holding fast to our traditions of conservation and outdoorsmanship, a Jamboree in the New World was a Jamboree that embraced the growing trend of leadership development and

global citizenship that our movement has cultivated.

As Scouts from around the world embarked on their adventure to North America, they came with obstacles that seemed to be “locked,” with no solution. But during their time at the Summit Bechtel Reserve, they joined us to seek answers and solutions to international questions and problems such as poverty, starvation, and conflict. Together, we searched for ways to unlock a new world, even if it meant forging our own keys. Our discovery of the New World was met with open arms as we stepped out of our comfort zones and into the mixing bowl that is North American culture. Our guests left with a wider view of the world, a deeper understanding of North America, and a renewed commitment to Scouting as a whole. When we joined to unlock a New World, we were giving ourselves the chance to start over as members of the human race and to work together for mutual gains that improve everyone’s situation.

Concepts

The 24th World Scout Jamboree united the world’s young people to promote peace, mutual understanding, and respect. It also included a wide variety of outdoor adventure activities and placed a great emphasis on everyday life and social interaction among different cultures that were experienced at the Scouting campsite. The 24th World Scout Jamboree concepts, delivered through fun, life-empowering, and epic experiences, were:

Friendship

- Make lifelong friendships and memories with young people from more than 160 National Scout Organizations representing more than 150 nations and territories.
- Celebrate global diversity and appreciate how the things that make us different really join us together as part of the world Scouting movement.

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- Redefine yourself by testing your limits and the potential role each of us plays in our world.

Experience

- Unlock a new world of life-changing experiences that will help you develop your physical, intellectual, emotional, social, and spiritual life, united by the Scout Promise and Law.
- Immerse yourself in the North American experience while you share your culture with other young people from around the globe.
- Develop personal leadership and life skills dedicated to service. This will enable you to demonstrate leadership by service for your generation and in your community.

Adventure

- Bike, hike, climb, fly, and swim at the world's premier youth adventure camp.
- Discover and embrace solutions to the challenges that affect our increasingly shrinking global village.

Official Languages

The World Organization of the Scout Movement constitution sets the official languages as English and French. The operational language of the event was set by WOSM as English with one additional language to be recommended by the organizers and agreed to by the World Scout Committee. However, with the co-host environment in mind, the Jamboree Planning Team chose English, French, and Spanish as the official languages of the 24th World Scout Jamboree. All three languages were used in publications and official documents where possible.

92% of the Jamboree website was accessed in English, 5% in Spanish, and 3% in French.

Logo

The logo for the 24th World Scout Jamboree represented the friendship and unity of world Scouting. The globe-shaped design consisted of multicolored ribbons featuring the official colors of the national flags of the three host countries and the purple of the world Scouting movement. The logo symbolized North America reaching out to welcome the world community of Scouting to the 24th World Scout Jamboree. In addition, as the Jamboree was an official event of the World Organization of the Scout Movement, the World Crest was featured as part of the logo.



Mascot

The official mascot of the Jamboree was a black bear named Yona. The name was derived from the word for “black bear” in the Cherokee language.



Song

The 24th World Scout Jamboree Dream Team sponsored a song contest to select a Jamboree song. All Scout-aged youth were eligible to submit an entry. Entries were reviewed and the selected finalists were placed on Facebook for a public vote. Once voting ended, the top candidate worked with a professional musician to refine the song. The winner—Jessica Williams, a Scout from The Scout Association in the United Kingdom—was announced live during the second Head of Contingent meeting in April 2019.

Unlock a Brand New World

Music and lyrics ©2019 Jessica Williams
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We're together,
We're gathered here in West Virginia.
We're all invited,
And I'm glad to see we're all excited.

We've raised our money,
And it's all so nice and sunny.
We're making friends,
I hope that this will never end.

People you can meet and lots of
things to see.
Unlock a Brand New World at
the Jamboree.

You're all arriving,
And the sun out here is shining.
There's no sign of stopping,
And the badges are already swapping.

There's smiling faces,
And we'll visit many different places.
There is lots of hiking,
But don't worry cos there's
mountain biking.

Personnes à rencontrer et tellement
de choses à faire.
Découvrir un nouveau monde à
la Jamboree.

40,000 Scouts,
And I don't have any doubts.
That no one could be bored,
With all this to explore.

There's lots of things to do,
It's all up to you.
You could sit down by the fire,
It's so nice to admire.

Gente que conocer, y muchas cosas
que ver.
Encontramos un mundo nuevo en
el Jamboree.

Each unit has a new and unique name,
And if there's mischief then the leaders
are to blame!
It's one of the world's biggest
Scouting events,
And as you can tell it's about to
get intense ...
(get it—cos we're staying in tents!).

People you can meet and lots of things
to see.
Unlock a brand new world at
the Jamboree,
Unlock a brand new world,
Unlock a brand new world,
Unlock a brand new world at
the Jamboree.

ELIGIBILITY

Participant and Leader Eligibility

To be eligible to be a youth participant at the 24th World Scout Jamboree, Scouts had to have been born between 22 July 2001 and 21 July 2005. Anyone older could apply to become a member of the International Service Team (IST), a member of the Contingent Management

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Team (CMT), or a unit leader. The exact age requirements were approved by the World Scout Committee. All participants were required to be approved by their National Scout Organization.

Members of the World Association of Girl Guides and Girl Scouts (WAGGGS) were able to take part in the 24th World Scout Jamboree with the agreement of the WOSM organization in their country. Girl Guides/Girl Scouts attending were part of their respective National Scout Organization. There were no WAGGGS contingents.

No NSO, except for the three co-hosts, could exceed 10 percent of the total expected number of 41,000 participants (youth, unit leaders, CMT, and IST) agreed to by the World Scout Committee; therefore, the expected maximum size of any one contingent was 3,600 youth.

Contingent Management Team (CMT)

Organizing and running a successful Jamboree contingent is a big job. It was recommended that each NSO organize a Contingent Management Team, which was a team of adult leaders that supported their participants. Each CMT had a headquarters at World Point on the Jamboree site and camped in base camp Ephesus.

It was recommended that the CMT be a group of leaders with knowledge and experience in financial management, international travel, care of young people, and international Scouting. The CMT also provided an ideal environment for developing skills in the next generation of leaders. The number of

CMT members was limited based on the number of participants in the contingent, as shown in the following chart. CMT members paid the participant fee to attend the Jamboree.

No. of Participants	No. of CMT
1-9	Up to 1
10-18	Up to 2
19-36	Up to 3
37-72	Up to 5
73-144	Up to 8
145-288	Up to 14
289-576	Up to 22
577-1,152	Up to 30
1,153-2,304	Up to 40
Over 2,304	Please discuss with the Jamboree Office

International Service Team (IST)

In order to make the Jamboree happen, over 9,500 people were needed to serve on the International Service Team. Scouts who were at least 18 years of age at the start of the Jamboree were welcome to join the IST. It was recommended that IST members be able to communicate in English and/or French and be ready to perform any tasks necessary. In addition, they must be attending the Jamboree as part of an NSO contingent. IST members were able to select their top three position choices during the registration process.



DATE

The 24th World Scout Jamboree was held 22 July to 2 August 2019. Jamboree Planning Team members began arriving on 14 July and International Service Team members began arriving on 18 July.

24th World Scout Jamboree General Program							
Thu–Sun 18–21 July	Sun 21 July	Mon 22 July	Tue 23 July	Wed 24 July	Thurs 25 July	Fri 26 July	Sat 27 July
IST Arrival and Training	Arrival of Host National Scout Organizations	Contingents Arrival Day	Mt. Jack Campfire Closed	Mt. Jack Campfire (Agra Fort)	Mt. Jack Campfire (Fort Jesus)	Mt. Jack Campfire Closed	Mt. Jack Campfire (Blenheim Palace)
			Program Open 08:00–17:00	Program Open 08:00–17:00	Program Open 08:00–17:00	Cultural Celebration Day Subcamp Food and Cultural Festival 09:00–13:00 A Taste of North America 13:00–16:00	Program Open 08:00–17:00
	Program Closed; No Visitors Day	Program Closed; No Visitors Day	No Visitors Day	Visitors Day 09:00–17:00	Visitors Day 09:00–17:00	Program Closed; No Visitors Day	Visitors Day 09:00–17:00
	IST Welcome Event	Welcome Event and Orientation in Base Camps	Opening Ceremony 19:30–22:00	Base Camp Bash (F) 20:00–22:00	Base Camp Bash (A-B) 20:00–22:00	Unity Show 20:00–22:00	Base Camp Bash (C-D) 20:00–22:00
	Sun 28 July	Mon 29 July	Tue 30 July	Wed 31 July	Thurs 1 Aug	Fri 2 Aug	Sat 3 Aug
	Mt. Jack Campfire Closed	Mt. Jack Campfire (Canadian Rockies)	Mt. Jack Campfire (Durham Castle)	Mt. Jack Campfire (Open)	Mt. Jack Campfire Closed	Contingent Departure Day	IST Departure Day
	Scouts' Own 08:30–09:30	Program Open 08:00–17:00	Program Open 08:00–17:00	Program Open 08:00–17:00	Program Open 08:00–15:00		
	Visitors Day 12:00–17:00	Visitors Day 09:00–17:00	Visitors Day 09:00–17:00	Visitors Day 09:00–17:00	No Visitors Day		
	Program Open 10:00–17:00	Base Camp Bash (F) 20:00–22:00	Base Camp Bash (A-B) 20:00–22:00	Base Camp Bash (C-D) 20:00–22:00	Closing Ceremony 20:00–22:00		

LOCATION

The Summit Bechtel Reserve



Situated in the wilds of West Virginia, the Summit Bechtel Reserve (located at 2550 Jack Furst Drive, Mount Hope, WV 25880, 37.91° N, -81.11° E) sits in the heart of the Appalachian Mountains. This rocky chain of hills is approximately 460 million years old and is home to the oldest mountains in the world. The range stretches from Newfoundland, Canada, to Alabama, USA. The Summit is the home of the Boy Scouts of America's National Scout Jamboree, held every four years.

As wild as the Summit Bechtel Reserve is, it once was the site of extensive heavy industry and the ground was dug up to mine for coal, a resource common to the region. Old surface mines left wide, flat areas of ground and a network of roads that crisscrossed the hilly landscape. When the BSA saw the site, they did not see the past—they saw the future. Flat areas were covered with grass and are now base camps. Old roads and trails now lead to new adventure and exploration. Scouts cleaned the streams and replanted marshes. New lakes and trees brought back animals that had long stayed away. The construction of new buildings used local resources, supported regional businesses, and improved communities that no longer could rely on the old mines.

This amazing site was made possible by the landmark gift of Stephen Bechtel Jr., president of the largest civil engineering company in the United States and a fellow Scout. Mr. Bechtel credits his time as a Scout for building his strength of character and leadership. His gift was the largest charitable donation ever made to the Boy Scouts of America.

The Summit features key permanent infrastructure not typically found at a World Scout Jamboree site including:

- Longest combined zip lines in the world (5.45 miles/8.7 kilometers)
- Longest canopy course in the country (9.55 miles/15.3 kilometers)
- Largest man-made outdoor climbing facility in the country (218 stations)
- Second-largest outdoor skate park in the country (4.6 acres/1.7 hectares)
- Second-largest BMX facility in the country (13.7 acres/5.3 hectares)
- Third-largest archery range in the country (116 stations)
- Largest natural outdoor arena in West Virginia (80,000-person capacity)
- CONSOL Energy Bridge, which spans 800 feet (240 meters)
- 120 miles of roads and trails
- Six base camps with 336 permanent shower house buildings
- 13 cell towers and an extensive Wi-Fi network

The Summit Bechtel Reserve today is 10,600 acres (4,290 hectares) surrounded by wilderness, including the New River Gorge National River, that expands the Jamboree program area to 70,000 acres (28,328 hectares).

Typically, the month of July is characterized by warm weather, with daily high temperatures around 79 F/26.1 C and daily low temperatures around 62 F/16.6 C with moderate to high humidity. The site typically experiences partly cloudy conditions during the month with the possibility of thunderstorms and rain showers. During the Jamboree, the highest temperature recorded was 85 F/29.4 C and the lowest was 52 F/11.1 C with 4.3 inches/109.22 millimeters of rain recorded.

ORGANIZATION

BID PROCESS

National Scout Organizations that are members of the World Organization of the Scout Movement submit a proposal to be considered as a World Scout Jamboree host. The process includes presentations to WOSM and a formal bid that culminates in a vote by NSO members at a World Scout Conference.

For the 2019 World Scout Jamboree, the development of the bid was deliberate and planned over a long time frame. The Boy Scouts of America (BSA) began the process at the 2007 World Scout Jamboree in the UK.

The BSA holds a National Scout Jamboree every four years. Since the early 1980s, the BSA has conducted its National Scout Jamboree at Fort A.P. Hill near Fredericksburg, Virginia. Fort A.P. Hill, a U.S. Army facility, was facing some revisions to its mission that could interfere with the continued operations of a BSA National Scout Jamboree. Top leadership of the National Executive Board and executive staff began discussing having the BSA secure a permanent and wholly owned site as the home of the National Scout Jamboree.

This developed into more discussions, including the possibility that if the BSA secured a permanent site for the National Scout Jamboree, it might also host a World Scout Jamboree. Scott Teare, then the director of the BSA International Division, began to look at the promotions of a World Scout Jamboree hosted at this potential new site.

The National Executive Board of the BSA then organized an effort to search for a site. They developed the requirements list for such a site and then visited actual sites with the intention of making a recommendation to the BSA National Executive Board on the purchase of such a site.

According to the website for the Summit Bechtel Family National Scout Reserve:

For the development of a World Scout Jamboree, the BSA organized visits with its North American neighbors—Canada and Mexico—to discuss the potential of co-hosting the 24th World Scout Jamboree. This would be a unique opportunity as



FROM CONCEPTION TO REALITY

The Summit story began in 2007 when BSA leadership began looking for a permanent location for the National Scout Jamboree, which had been held at Fort A.P. Hill, Virginia, since 1981, as well as seeking another high-adventure base for the large number of Scouts who are wait-listed at the other three high-adventure camps every year. A committee in charge of site selection and project planning was created. The committee named the new venture Project Arrow, chaired by Jack D. Furst. Plans for Project Arrow grew to include not only a venue for the Jamboree, but also for a summer camp, a high-adventure base, and a leadership center, all housed on the same contiguous property.

More than 80 sites in 28 states were visited over an 18-month span and inspected as possible locations for the new venue. The top 15 sites were visited again, and in October 2008 the list was cut to three sites: Saline County, Arkansas; Goshen, Rockbridge County, Virginia; and the New River region of West Virginia. In February 2009, Arkansas was cut from the list, leaving Virginia and West Virginia. On August 4, 2009, the BSA announced it was no longer considering the Virginia site as the permanent host of the National Jamboree and was looking into the feasibility of the West Virginia site hosting the National Jamboree as well as the leadership and high-adventure programs.

On November 18, 2009, the BSA announced that it had chosen the West Virginia site, known locally as the Garden Ground Mountain property, as the future home of the Summit.

One of the deciding factors for Project Arrow in choosing the West Virginia site was its adjacency to the New River Gorge National River. More than 13 miles of the property borders the park, giving Scouts and Scouters access to more than 70,000 acres of managed wilderness beyond the Summit property.

usually just one NSO serves as the host. Interest was very high on the part of all three NSOs for the concept of a North American co-hosted Jamboree.

Part of the development for the bid was to organize key adult leaders from each of the potential co-hosts. Beginning in 2009 there were six formal meetings of the bid committee.

During these meetings it was decided that a youth team would enhance the committee's work by offering the perspectives of young people on the World Scout Jamboree. Each of the three co-hosts nominated up to three youth advisors. This team became Dream Team 1.

This team gathered at the BSA's National Service Center in Irving, Texas. One of the key outcomes from that initial meeting was the development of the theme "Unlock a New World." The Dream Team and adult leaders from each co-host developed a presentation based on the North American concept. The presentation to NSOs would be made at the 2011 World Scout Conference.

The 2011 World Scout Conference was held in Brazil. The Dream Team youth members of each of the three co-hosts presented the bid to the attendees, who represented 160 NSOs from 220 countries and territories around the globe. The vote at the World Scout Conference supporting the North American concept was unanimous.

PRE-PLANNING

Once the bid for the 24th World Scout Jamboree was secured, organization was the next step.

Each of the three co-hosting NSOs—Scouts Canada, Asociación de Scouts de México, and the Boy Scouts of America—confirmed the chairpersons from their organization. Mike Scott was selected for Scouts Canada, Omar Lugo for Scouts Mexico, and Scott Sorrels for the Boy Scouts of America.

Working with other leadership, a preliminary structure based on previous world and national Scout jamborees was developed.

This structure called for four basic components:

1. Administration—to handle:
 - Registration
 - Medical
 - Guest services
 - Safety
 - Banking
 - Finance and budget
2. Operations—to develop the strategies for camp life including:
 - International Service Team programs and scheduling
 - Campsite assignments
 - Support to National Scout Organizations prior to and during the event
 - World Scout Center
3. Program—to schedule events utilizing:
 - The high-adventure elements offered at the Summit Bechtel Reserve
 - Off-site opportunities such as a white-water rafting experience
 - Stadium shows
 - Additional on-site features to enhance engagement for campwide activities:

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- Faith and Beliefs area
- Culture Day
- Global Development Village
- Leadership opportunities for youth

4. Logistics—to handle:

- Transportation from and return to designated points of entry
- On-site transportation
- Retail operations
- Food distribution/operations
- Distribution of supplies throughout the Jamboree
- Maintenance and sustainability
- Development of Safe From Harm training
- Exhibit tenting
- Signage

These four primary functions would be overseen by a director, assistant directors, and eventually staff advisors.

In addition, a new set of Dream Team members was recruited to give the youth voice and direction in the development of the 24th World Scout Jamboree.

By 2015 the three co-chairs had recruited a team to include the following:

Administration:

- Director: Allen Brown (National Advisory Committee member, BSA)
- Assistant director: Glen Armstrong (previous National Commissioner, Scouts Canada)

Operations:

- Director: D. Kent Clayburn (International Commissioner, BSA)
- Assistant directors: John Neysmith (Scouts Canada) and Bill Wallace (Scouter, BSA)

Program:

- Director: Scott Beckett (National Executive Board member, BSA)
- Assistant director: Andy Martin (BSA)

Logistics:

- Director: Kim Derry (previous Commissioner, Scouts Canada)
- Assistant director: Mark Winkelman (Director Supply Division, BSA)

The development of staff was next. The decision was made to base the staff at the BSA's National Service Center. In November 2015, the co-chairs selected an executive director, Marty Walsh from the BSA. He assumed his position on 1 January 2016. Staff was hired from February 2016 to October 2017. This included Starlyn Frank, a project coordinator to handle administrative functions, and Joey Quick as Program staff advisor. Marie Rice was assigned to Administration, Jeff Schwab was brought on to work with Logistics, and Alamin Pirani was assigned through Scouts Canada as the Operations staff advisor.

For additional support and guidance to the Jamboree, Michelle Stronach took the role of volunteer lead for project management. Her staff advisor was Mary Degner from the BSA. Together they coordinated as project managers.

With the leadership for the four primary functions in place, each director was charged with developing the staff structure in their “pillar” and recruiting volunteers. The levels of organization under the directors in each pillar included area leads known as red boxes, who would be the leader for a key area, and team leads, recruited to give leadership to defined team and job descriptions needed for success.

The structure of the 24th World Scout Jamboree was ready to be presented in an organization chart. The chart would show:

- The Executive Team: the three co-chairs and executive director (eventually supplemented by the aides-de-camp and Willy Xiao from the Dream Team).
- The Management Team: the Executive Team with the four directors, assistant directors, and staff advisors. This team was supplemented by the Project Management Team.
- Also contributing to the Management Team on an as-needed basis would be the director of the Summit Bechtel Reserve and representation from the support group from the U.S. military and civilian groups (known as the Joint Task Force and Joint Interagency Task Force).

Please see the appendix for the final organization chart and the Management Plan for the 24th World Scout Jamboree.

Monthly calls began in 2016 for the Management Team and continued through June 2019. Each director developed a conference call schedule within their team. The usual schedule was for monthly calls with area leads and invited team leads.

The development of a calendar was one of the first orders of business that needed attention from the Management Team. This would include:

- In-person meetings of the Management Team (at least three times annually from 2016–2017).
- A study visit for heads of contingents and others to visit the Summit Bechtel Reserve. This was scheduled for August 2017 so participants could see the BSA National Scout Jamboree in action during their on-site visit. The visit was supplemented by informational meetings in Charleston, West Virginia.
- Heads of Contingent meetings to be held in April 2018 and April 2019. Both meetings were in West Virginia, with the 2018 meeting at the Glade

Springs Resort in Daniels and the 2019 meeting at the Charleston Marriott Town Center in Charleston. Both Heads of Contingent meetings offered opportunities for a site visit to the Summit Bechtel Reserve.

- Schedule of communications including bulletins and a brand guide. Bulletins began in the fall of 2016 and by July 2018 they developed into weekly Flash updates that continued through June 2019.
- Launch of a public website that went live early in 2016.
- Communications to National Scout Organizations for them to report on their head of contingent and their allocation requests. Head of Contingent forms were due by 31 March 2017. Contingent Allocation forms were due by 31 December 2017. These were updated by the NSO as needed throughout 2018 and 2019.
 - Communication also included assigning staff as the primary contact for NSOs. Each staff was assigned to about 28 NSOs.
- Schedule of payments from NSOs.

CO-CHAIRS

Each of the three co-hosting National Scout Organizations for the 24th World Scout Jamboree officially appointed a chairperson. Scouts Canada selected Michael Scott. Scouts Mexico recruited Omar Lugo. The Boy Scouts of America appointed Scott Sorrels.

Each chairperson was also to serve as a representative for NewWorld19, the LLC established in the U.S. as the governing body for the 24th World Scout Jamboree.

The three chairs, along with Marty Walsh, the executive director, formed the Executive Team for the 24th World Scout Jamboree. This team was the final decision-making group for policies and approvals of items as needed. The team worked closely with the four directors of each pillar function. Members of

the Dream Team were asked to join various meetings and calls to provide a youth perspective to the Executive Team. Eventually, and especially on-site during the Jamboree, the Executive Team was supplemented by aides-de-camp, selected by the members of the Executive Team to assist with on-site logistics as needed.

NEWWORLD19 LLC

Jamboree Office

Setup

The office would be housed in the National Service Center of the Boy Scouts of America, located in Irving, Texas.

It was determined that this would enable the Office of the 24th World Scout Jamboree to utilize the resources of the BSA's National Service Center. This would include not only staffing but also other resources such as communications, digital, and publishing, as well as direct access to other staffing and needs that are housed at the BSA's National Service Center.

Access to the resources would be governed by a shared services document.

Staff

The executive director process was established by the co-chairs along with input from Michael Surbaugh, Chief Scout Executive of the BSA, and staff advisor Janine Halverson (director of the BSA's International Division). A position description was created during the late summer of 2015.

After conducting a search and requesting candidate resumes based on the position description, interviews were conducted in November 2015.

Martin Walsh, a commissioned professional Scouter from the Boy Scouts of America, was selected. He began that role on 1 January 2016.

Staff Structure

The executive director and the three co-chairs formed the Executive Team. The director was charged with the day-to-day operations. The Executive Team served as the ultimate decision-making body for the 24th World Scout Jamboree.

The staff structure was based on the 2019 World Scout Jamboree organization chart for the Jamboree Planning Team. That organization was based on four pillars (see the 24th World Scout Jamboree Planning Team org chart in the appendix):

1. Administration (registration, medical, guest services, and safety)
2. Operations (base camp and subcamp life, International Service Team experience, contingent support, and the Jamboree Headquarters)
3. Program (Global Development Village, adventure areas, World Point, Summit Center, stadium shows, and social media)
4. Logistics (food service, retail, logistics support, emergency management, maintenance, and transportation)

Additionally, an executive was on loan from the BSA to the 24th World Scout Jamboree to work on project management as well as other selected assignments.

The Management Team of the 24th World Scout Jamboree would include the Executive Team as well as the four directors, their assistant directors, and their staff advisors.

The concept was that there would be one staff advisor for each pillar. Each of these advisors would report to the executive director and work very closely with the director and volunteers of each of the four pillars.

With the executive director beginning on 1 January 2016, the process of hiring the staff began.

The first staff hired was a project coordinator for administrative functions. This individual would handle projects that included:

- Correspondence
- Monitoring of general email boxes
- Updating the organization chart
- Maintaining lists of contacts
- Scheduling meetings and conference calls

Starlyn Frank from the BSA's National Service Center staff was hired for this position and began her duties in March 2016.

The staff to support the four functions were hired between September 2016 and October 2017. Job descriptions were developed and sent out to the three co-hosts as well as to WOSM and general web-based job search sites. Candidates were interviewed and hired by the executive director.

This staff included:

- Joey Quick as Program staff advisor
- Marie Rice as Administration staff advisor
- Jeff Schwab as Logistics staff advisor
- Alamin Pirani as Operations staff advisor

Joey, Marie, and Jeff were recruited through the BSA professional ranks. Alamin was assigned by Scouts Canada.

Jamboree Trademark

After the logos for the three co-hosts were used for the 2011 bid at the World Scout Conference, a new logo was developed.

During 2017, the brand guide for the 24th World Scout Jamboree was completed. It includes the following statement regarding the brand logo:

The 24th World Scout Jamboree logo is a design born in friendship, brotherhood, and unity. The colors of the flags of the three North American host nations and World Scouting are represented by the ribbons encircling the globe. The ribbons are reaching out to symbolically embrace the World Organization of the Scouting Movement community (WOSM) represented by the World Scout emblem.

The 24th World Scout Jamboree brand logo consists of the multicolored globe and the WOSM Scout emblem.

The logo was trademarked in the USA and in other trademark offices worldwide to protect the integrity of the brand.

Licensing of the brand as found in the brand guide was finalized with an agreement with the BSA Supply division. National Scout Organizations and vendors wishing to use the brand were asked to submit proposals for approval to use the 24th World Scout Jamboree brand.

From the licensing agreement:

NewWorld19 LLC ("NewWorld") would authorize the Boy Scouts of America National Council ("BSA") the exclusive right to administer the trademark licensing program for the use of all 2019 World Scout Jamboree ("WSJ") logos, words and phrases, and other marks of NewWorld ("WSJ trademarks") and work with third parties who desire to use those marks for the purposes of creating product, through June 30, 2020.

The BSA's Licensing Program will administer the NewWorld trademark licensing program to protect against unauthorized uses of the WSJ trademarks listed in Exhibit A. NewWorld will designate an authorized person who shall work with BSA staff regarding the enforcement of any legal rights resulting from the unauthorized use of the WSJ trademarks.

The primary goals of the 2019 World Scout Jamboree Licensing Program are to (i) support the National Scouting

Organizations (NSOs) by enabling companies that produce products which NSOs and contingents use (e.g., T-shirts, patches, promotional items, etc.) to decorate those products with 2019 WSJ trademarks in adherence to WSJ brand standards and the “WOSM Guidelines for the Hosting of the World Scout Jamboree,” 2011 version, (ii) protect against unauthorized and/or inappropriate uses of WSJ trademark(s) on product, and (iii) create a centralized point of contact for the administration and management of a product trademark licensing program.

A. The goal of the 2019 WSJ Licensing Proposal is to provide revenue support for NewWorld’s hosting of the jamboree. Subject to further agreement, the desired targeted minimum royalty is 25%. BSA will review each proposed licensing opportunity with a NewWorld designate and each item must be approved by NewWorld. In general, it is not the intent of the program to have a large number of commercial licenses. The intent is to focus on a few specific and unique suppliers who will bring an additional product dimension to our WSJ portfolio of products.

See the appendix for the complete brand guide for the 24th World Scout Jamboree.

Shared Services

In order to conduct business as a co-hosted World Scout Jamboree, the creation of a limited liability company (LLC) formed in the state of Texas in the United States was initiated.

The LLC would be called NewWorld19 and do business under this name.

The LLC agreement stated:

This is a Limited Liability Company Operating Agreement (“Agreement”) for NewWorld19, a single member limited liability company (“Company”) formed by Member under and pursuant to the laws of the state of Texas, United States of America.

According to the operating agreement and additional resolutions:

- The Company is organized, and will be operated, exclusively for charitable and educational purposes within the meaning of Section 501(c)(3) of the United States Internal Revenue Code of 1986, as amended (“the Code”), or the corresponding section of any future federal tax code.
- Each of the three co-hosts (Boy Scouts of America, Scouts Mexico, and Scouts Canada) were recognized as the managers of the LLC.
 - Each appointed two manager representatives.
 - These included the CEO of the co-hosting NSOs as well as the designated co-host chairpersons.

With the creation of the LLC, the next order of business was the development of a shared services agreement. This would be an agreement between NewWorld19 and the Boy Scouts of America.

It outlined how the services and resources of the Boy Scouts of America, including use of the Summit Bechtel Reserve, would be made available to NewWorld19 in its organizing and execution of the 24th World Scout Jamboree.

The document defined all the services and resources made available to NewWorld19 and detailed the financial considerations for these services. According to the document:

- 1.1. **Intent of this Agreement.** The parties hereto (“Parties”) intend that this Agreement control, to the extent stated or fairly implied, the business and affairs of the Company, including the Company’s governance structure and the Company’s dissolution, winding up, and termination, as well as the relations between Company, Member, and the Managers. To

the extent that the rights or obligations of the Member or Company under provisions of this Agreement differ from what they would be under Texas law absent such a provision, this Agreement, to the extent permitted under Texas law, shall control.

Name. The name of the Company is NewWorld19, LLC, and all business of the Company shall be conducted under that name.

This document was drafted with much work by the BSA's Jamboree chair Scott Sorrels and the legal department of the BSA. It was approved and signed by each of the three co-hosting NSOs.

External Support

A letter was drafted to the United States secretary of defense requesting support for the 24th World Scout Jamboree. It was seeking the continuation of the support offered by the secretary of defense to the Boy Scouts of America's National Scout Jamboree. The letter was sent in 2017 to the secretary requesting assistance for:

- Public affairs
- Air traffic control
- Medical including medical transportation
- Languages

In addition, support was sought from the state of West Virginia through the governor's office. The governor's office designated the West Virginia National Guard and the West Virginia Department of Homeland Security as the lead agencies that would coordinate local, state, and federal assistance for the 24th World Scout jamboree.

This led to the organization of two entities: the Joint Task Force and the Joint Interagency Task Force. Both were coordinated by the West Virginia National Guard and the West Virginia Department of Homeland Security.

There were quarterly meetings with the representative from the office of the U.S. secretary of defense. Representation at these meetings included federal resources as well as the West Virginia National Guard. They coordinated the federal activities and agencies that were a part of the effort.

Additional planning meetings included representatives from the federal, state, and local agencies in coordinating planning and what would be the on-site execution of the plans. The JTF and JIATF would be housed at the Glen Jean Armory, a facility close to the Summit Bechtel Reserve site.

Planning included:

- Using the U.S. Homeland Security communication network as the primary communications tool.
- Coordination of medical resources with the Jamboree medical team.
- Close coordination between the Jamboree's Emergency Management Team and the resources from the Joint Task Force and Joint Interagency Task Force.
- Plans for appropriate levels of responses to various potential security scenarios.
- Accessing resources and tools to improve communication and monitoring of local resources and highways.

A joint planning meeting was held between necessary representatives from the Joint Task Force, the Joint Interagency Task Force, and the Emergency Management Team from the 24th World Scout Jamboree. This meeting was conducted in January 2019 at the BSA's National Service Center in Irving, Texas. It was highlighted by tabletop exercises and provided an opportunity for the federal, state, and local representatives to work with and coordinate with the volunteers on the Jamboree Emergency Management Team.

Together they outlined the protocols needed for response to many potential situations. It defined and clarified roles and responsibilities so that on-site operations would be smooth.

WOSM

Once the bid by the co-hosting NSOs of the 24th World Scout Jamboree was approved at the 2011 World Scout Conference, one of the next steps was to review the appropriate WOSM documents.

WOSM presented a document titled “WOSM Guidelines for the Hosting of the World Scout Jamboree.” We used the September 2011 version as the guiding document. This document:

- Outlined the roles and responsibilities of the host NSO (in our case, the three co-hosts), WOSM, and the World Scout Committee
- Discussed Solidarity operations
- Established expectations of program including opening and closing shows
- Established expectations of NSOs wishing to attend
- Defined in exact language the age for participation of youth as well as the approval process for adult participants
- Outlined financial obligations, site requirements, trademarks and logos, health care, insurance, risk management including youth protection, Safe From Harm training, and communications

The elements in the document led to a Memorandum of Understanding that was signed by the three co-hosts as well as the secretary general of WOSM. The MOU was signed in November 2017. It outlined timetables as well as actions and responsibilities leading up to the 24th World Scout Jamboree. This included details on official publications such as

bulletins, languages used, organization of Head of Contingent meetings, the operations of a World Scout Center, the Global Development Village, and financial matters.

JAMBOREE PLANNING TEAM

The organization of the 24th World Scout Jamboree was as follows:

- The Executive Team: three co-host chairs and the executive director
 - Supplemented by the Dream Team, the Project Management Team, and the aides-de-camp
- The Management Team: the Executive Team and the four pillar chairs (Administration, Operations, Program, and Logistics)
 - Supplemented with the assistant directors and the staff advisors

In addition, there were two more layers: the Jamboree Planning Team and the Jamboree Delivery Team.

The Jamboree Planning Team was composed of the Management Team with area and team leads and their assistants. Areas were composed of teams, and each team had a leader and assistant(s).

The Jamboree Planning Team formed the planning and decision-making arm of the 24th World Scout Jamboree.

The organization chart displays the Jamboree Planning Team.

The next level in the organization was the Jamboree Delivery Team. This team was made up of those who served to implement the Jamboree. They served as program instructors, event facilitators, or meeting planners. They were the direct interface with youth participants, adult leaders, Contingent Management Teams, and the Heads of Contingents. The Delivery Team represented most of the more than 8,600 IST/JPT members at the Jamboree.

FINANCIAL

Budget Development

The budget for the 24th World Scout Jamboree was developed in 2015 and was approved by NewWorld19 in 2016.

The development of the budget was based on expenses matched against a proposed fee. The fees were determined

for each of the four WOSM categories assigned to National Scout Organizations based on projected attendance.

Additional revenue was identified in the budget to meet anticipated expenses.

Post-Jamboree analysis of the revenue and expenses indicate a break-even financial result for the Jamboree.

The fee was set as follows:

Youth, Adult, CMT	WOSM A	WOSM B	WOSM C	WOSM D
Full fee	\$319	\$638	\$957	\$1275
IST, JPT	WOSM A	WOSM B	WOSM C	WOSM D
Full fee	\$294	\$588	\$882	\$1175

The projected total attendance was:

Youth, Adult, CMT	35,000
IST, JPT	10,000
Total attendees	45,000

Estimated attendance was based on historical data by category:

	WOSM A (4% of total)	WOSM B (10% of total)	WOSM C (7% of total)	WOSM D (79% of total)	Total Projected
Youth, Adult, CMT	1,400	3,500	2,450	27,650	35,000
IST JPT	400	1,000	700	7,900	10,000
Estimated Total	1,800	4,500	3,150	35,550	45,000

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Projected revenue from the estimated attendance:

	WSOM A	WSOM B	WSOM C	WSOM D	Total (in USD)
Youth, Adult, CMT	446,600	2,233,000	2,344,650	35,253,750	40,278,000
IST, JPT	117,600	588,000	617,400	9,282,500	10,605,500
Projected Revenue	564,200	2,821,000	2,962,050	44,536,250	50,883,500

The fee was published to National Scout Organizations in the fall of 2016, along with an announcement that an early discount of 5% would be available. NSOs qualified for the discount if their first payment was made by the end of December 2017.

The Allocation, Fee, and Refund Terms and Conditions policy was released in 2017 with details on nonrefundable deposits, refunds, and payments. NSOs made payments to the Office of the 24th World Scout Jamboree by wire transfer. NSOs paid for their youth and adult participants, as well as members of their Contingent Management Team and International Service Team. The complete Allocation, Fee, and Refund Terms and Conditions Policy can be viewed as an appendix to this report.

Staff who were part of the Jamboree Planning Team paid by credit card using the Certain registration system. Guests

and visitors also made payment directly to the Office of the 24th World Scout Jamboree.

Other budgeted revenue included:

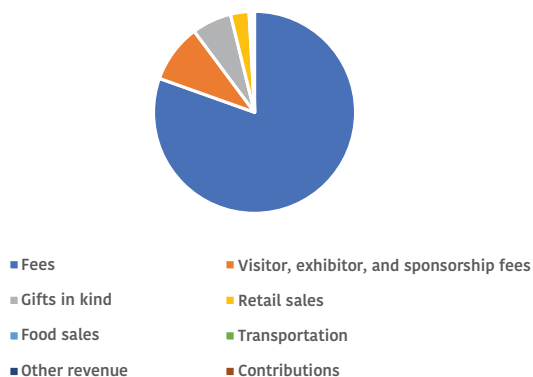
- Visitor, exhibitor, and sponsorship fees
- Gifts in kind
- Retail sales (net of expenses)
- Transportation
- BSA contribution and other revenue
- Asset recovery

Budget expenses were divided into five areas:

- Management
- Administration
- Program
- Logistics
- Operations

Budgeted Revenue for the 24th World Scout Jamboree

Management



Budgeted Expenses for the 24th World Scout Jamboree



PRE-JAMBOREE PLANNING

It was important for us to establish a strong working relationship with National Scout Organizations (NSOs), Heads of Contingents (HOCs), and Contingent Management Teams (CMTs) and ensure that they received the best possible support.

This approach was to maximize participation from each country, so more young people would get an opportunity for this once-in-a-lifetime World Scout Jamboree experience.

In addition, the partnerships that resulted in World Point and Centro Mondial activities, International Food Houses, and other contributions from NSOs were highlights of the Jamboree.

KEY PLANNING DATES

To help contingents with their planning, the following timetable shows several significant milestones:



Dates	Activity
November 2016	New World News Welcome to the 24th World Scout Jamboree
January 2017	New World News Terms and Conditions
February 2017	New World News How to Build a Contingent-Part One
31 March 2017	Appointment of Head of Contingent form deadline
April 2017	New World News Building a Contingent-Part Two
May 2017	New World News Allocation, Fee, and Refund Terms and Conditions
June 2017	New World News Website Update
21-24 July 2017	Head of Contingent study visit during the BSA National Scout Jamboree
August 2017	New World News Procedures for International Service Team
13-18 August 2017	41st World Scout Conference in Baku, Azerbaijan
October 2017	New World News NSO Registration Categories
December 2017	New World News Travel Documents-Visas
31 December 2017	Contingent Registration Form deadline Early discount rate payment due Allocation request due
March 2018	New World News Home Hospitality Policy Wheeled Transportation Policy
31 March 2018	Initial payment due
13-15 April 2018	Head of Contingent visit 1

Dates	Activity
May 2018	New World News Greetings From the Jamboree Co-Chairs Welcome to the Summit Bechtel Reserve
June 2018	New World News Update on the Registration Process
July 2018	New World News Contingent Arrival and Departure Container Management
August 2018	New World News Letter From Jamboree Medical Director Camp Life at the Jamboree
14-19 August 2018	27th Interamerican Scout Conference, Panama
September 2018	New World News Base Camp and Subcamp Names Announced Childcare Not Available On-Site for the 24th World Scout Jamboree
1 September 2018	World Scout Center Contingent Exhibit/HQ form due
8-10 September 2018	17th Africa Scout Conference, Zimbabwe
30 September 2018	Second payment due
October 2018	New World News Welcome to the International Service Team! Arrival and Departure Transportation Survey
15-20 October 2018	26th Asia-Pacific Regional Scout Conference, Philippines
30 November 2018	Deadline for transportation survey
December 2018	New World News Get Ready for the IST Experience! IST Frequently Asked Questions
30 January 2019	NSO unit number assignments
February 2019	New World News IST Newsletters Share Your Skills at World Point!
12-13 February 2019	International Conference on Scouting and Environmental Protection, Saudi Arabia

Dates	Activity
March 2019	New World News Explore New Foods at the Jamboree Cultural Celebration Day
31 March 2019	Entry deadline for all contingent member data in application system Final payment due
10–14 April 2019	Head of Contingent visit 2
15 April 2019	Contingents can begin to register contingent arrival and departure information with TMS
May 2019	New World News Safe From Harm Training International Service Team Arrival and Departure
1 May 2019	Deadline to order special food items for Cultural Celebration Day
June 2019	New World News International Service Team Check-In
10 June 2019	Deadline to register contingent arrival and departure information with TMS
13 June 2019	IST housing plan deadline
20 June 2019	Unit/site assignments announced
July 2019	New World News Jamboree Guidebook Download the Jamboree Map
22 July–2 August 2019	24th World Scout Jamboree

REGISTRATION PROCESS

The 24th World Scout Jamboree made use of a web-based online application and registration system called Certain (a complete enterprise event automation and management software solution) that allowed individuals to register as a member of their National Scout Organization (NSO) contingent. The system collected information on all participants, leaders, and IST in a contingent. Collection of personal information was necessary in order to request to attend the jamboree with an NSO. Once a participant had entered his or her profile information, the NSO logged in and either approved or denied participation for the youth, leader, or IST applicant.

Applicants entered information directly into the portal via a web browser. The portal had been tested for compatibility with the following web browsers: Internet Explorer 11, Microsoft Edge, Mozilla Firefox, Chrome, and Safari (mobile).

Participants made their payments directly to their NSO. The NSO was responsible for fee payment to the 24th World Scout Jamboree.

Countries with several national Scout associations coordinated their registration and approval process, registering as one contingent and appointing one Head of Contingent.

Each unit was made up of 40 persons divided into four patrols that each consisted of one leader and nine Scouts.

For units that did not have 40 persons, individuals were placed together to form a unit of 40. Among the criteria used to join units were:

- NSOs from the same WOSM region

- NSOs having language, culture, and religious practices in common
- NSO countries not involved in any geopolitical conflict between themselves

The categories of participation were Participant, Leader, International Service Team (IST), and Contingent Management Team (CMT). Conditions of Jamboree participation are outlined under “Eligibility.”

Contingent Allocation

The NSO allocation process significantly affected the planning and ordering of supplies for the 24th World Scout Jamboree. An NSO’s allocation was based, in part, on the allocation requested on the Contingent Reservation form. After considering each NSO’s allocation request, an actual allocation number was confirmed by the Office of the 24th World Scout Jamboree and communicated directly to each NSO’s International Commissioner and designated Head of Contingent. This allocation confirmed the number of participants expected to attend the Jamboree. The confirmation of allocation/registered numbers was used to calculate an NSO’s total fee due to the Office of the 24th World Scout Jamboree according to the provided deadlines.

Fee Processes

Each NSO collected fees from their participants (except for the Jamboree Planning Team). Each NSO then made payments for the entire contingent to the Office of the 24th World Scout Jamboree. NSO contingent payments were NOT to be made by or through individuals.

All fees were payable to the Office of the 24th World Scout Jamboree, on or before the indicated due dates, and were payable in United States dollars (USD). Wire transfers were the ONLY accepted payment method for NSOs.

NSO Registrar

Each NSO appointed an NSO registrar. The registrars coordinated the registration of their contingent, had access to the contingent's registration reports, approved applicants, assigned participants to units, received all registration communications, and served as the point of contact with the Office of the 24th World Scout Jamboree. Registrars had direct login access to the Certain registration system.

Bulk Registration Uploads

Several of the larger NSOs requested to bulk register their entire contingent at one time. In response to this request, the Registration Team created a template that allowed the NSO registrar to enter their contingent participants' demographics and submit the information to a secure data transfer site for registration. There were delays in preparing and testing the process to ensure compliance with the European Union General Data Protection Regulations and to ensure the security of the data for the bulk upload option. In order to keep the contingent's information secure, the template and contingent's registration could only be shared and coordinated through the designated NSO registrar.

Medical Health History Surveys

Once approved by their NSO, most participants received a link by email to complete their individual Medical Health History Survey, which was recorded in their profile.

Those NSOs that had opted to use the bulk upload method to submit Medical Health History Surveys for their participants had to submit them by downloading and completing a secure, protected Excel template with the participant's health information and uploading that file into the World Scout

Jamboree's protected data transfer site. The information in that file was then processed and transferred into the Jamboree's health history database, which was only available to and accessed by medical professionals should the individual present for treatment during the Jamboree.

Consent and Acknowledgments

All participants, once approved by their NSO, received a link by email to complete their individual consent and acknowledgment, which was recorded in their profile. The email contained the link, instructions, and required information to gain access to the Consent and Acknowledgement form in order for participants to complete it and grant their own consent to the required sections.

The Consent and Acknowledgement forms included:

- Risk Acknowledgement
- Medical Consent to Treat
- Immunization Exemption (if applicable)
- Media Release
- Whitewater Rafting Release

International Service Team

Our vision was to ensure that IST staff members of the 24th World Scout Jamboree enjoyed a welcoming, well-planned, and safe environment that allowed them to provide Scouts and Scouters from around the world the experience of a lifetime. We did this by developing and providing each staff member access to sufficient training, opportunities for fellowship, clear roles and accountabilities, flexible work schedules where possible, and the support necessary to make meaningful contributions to the event while experiencing being a valued member of the World Scout Jamboree IST.

Our objective was to recruit sufficient staff to meet the needs of the expanded World Scout Jamboree program at the Summit Bechtel Reserve and to plan the event in a manner that enhanced our ability to realize our vision for a remarkable IST World Scout Jamboree experience.

In order to meet the needs of an expanded World Scout Jamboree program, we wanted to pre-assign IST to positions that best took advantage of the candidate's skill sets, personal attributes, and their desired areas of service. IST candidates were asked to choose their three preferred assignments, and the Planning Team considered this information to the extent possible in selecting IST staff. Our preference was for IST to arrive at the Jamboree site already aware of their role, with an appropriate pre-arrival briefing and orientation by their team leads.

The primary recruitment of IST was at the NSO level, although individuals received information through the Jamboree website.

Appropriate consideration was given to development opportunities for younger IST candidates, as we wanted to provide a platform for the development of future leaders on the world Scouting stage.

NSOs had to approve all IST candidates for potential selection by the Jamboree Planning Team (JPT). All IST prospects for positions were selected by the JPT, which took into consideration the skill sets, personal attributes, and desired areas of service, consistent with the overall staff needs of the World Scout Jamboree.

IST Selection Process

First Stage: IST Candidates

IST registration was a feature of the Jamboree registration system. This system was made available to all NSOs for their use in a format of their choice, as either a public-facing, open system or a more private, closed information system for management by the NSO.

- In a public-facing system, IST candidates entered their own details, including their three preferred staff position choices. This information was then provided to their NSO for clearance of the IST candidate.
- In a private system, the NSO would recruit IST candidates and enter the details, including the three preferred staff position choices, on the IST's behalf. In this system, it was assumed that any IST candidate listed by the NSO had the NSO's approval and could be considered by the JPT.

In either system, IST candidates were not visible to the JPT until they were approved by their NSO.

Second Stage: IST Prospects

IST candidates became IST prospects upon the entry of candidate details in the registration system, including three areas of interest, and upon clearance by their NSO.

IST prospects appeared in the registration system according to their areas of interest. The system placed the prospects in a queue for review and/or selection by the appropriate staff member of the JPT. If the IST prospect was not selected for their first choice, then they went to their second choice. The process continued for their second and third choice. If an IST prospect had not been selected for their third choice, the IST prospect was placed in a general queue for selection by any appropriate staff of the JPT. There was the possibility that an IST prospect would not be selected by any of the staff leadership, meaning that an IST prospect might not be selected for the Jamboree.

Third Stage: IST Staff

An individual became an IST staff after:

- Completing the IST candidate process
- Completing the IST prospect stage

- Being selected by a member of the JPT
- Being offered and accepting the IST staff position

This process was different from previous World Scout Jamborees. By following this process, the leadership of the 24th World Scout Jamboree expected that IST candidates would:

- Indicate their preferred areas of service that best captured their personal interests, expertise, potential for development, and desired Jamboree experience.
- Maximize the potential of an IST position that most closely matched their skill set and/or interests.
- Be aware of their staff assignment and be part of the organizational effort before arriving at the Jamboree site.
- Be able to provide a world-class Jamboree experience for participants.

This could only be accomplished when:

- The NSO oversaw recruiting and cleared IST candidates.
- IST candidates provided, directly or indirectly, their preferred areas of interests and other details within the Jamboree registration system.
- The appropriate JPT member selected an IST prospect and offered a role/position as an IST staff.
- The IST prospect accepted the position offered by an appropriate JPT member.

Fees

The 24th World Scout Jamboree utilized what was referred to as the “Summit Model” for participants, unit leaders, CMT, and IST. In simplified form, the Summit Model required attendees to bring to the Jamboree only their clothing,

sleeping bag, and other personal or exhibit items. The remaining items needed for subcamp living were provided.

The World Scout Committee officially approved the 24th World Scout Jamboree fee, which included an early discount incentive. All fees applied to youth, adult leaders, CMT, and IST who were approved by their NSO as participants at the 24th World Scout Jamboree. JPT members paid the same fee as the IST of their respective NSO. All fees were collected in United States dollars (USD). NSO payments were accepted by wire transfer only, while JPT had the option to pay by credit card. NSOs were also responsible for any wire transfer fees and for properly converting payments to USD.

A 5 percent early discount incentive was available to NSOs that made their first payment to the 24th World Scout Jamboree on or before 31 December 2017. All positions were eligible for the incentive (youth participant, adult leader, CMT, IST, and JPT).

The fees for the 24th World Scout Jamboree, based on the WOSM country classification, are shown in the chart on the next page.

Each NSO collected fees from their participants for the 24th World Scout Jamboree and made payments for the entire contingent to the Office of the 24th World Scout Jamboree. Individual payments were not accepted by the Jamboree except those made by JPT members.

Payment Schedule

An invoice for payment was sent to each NSO Head of Contingent and International Commissioner a minimum of 30 days prior to each payment due date.

- **31 December 2017**—Allocation requests due with deposit
- **31 March 2018**—Initial 40% payment due

Youth, Adult, CMT, IST, JPT	WOSM A	WOSM B	WOSM C	WOSM D
Non-refundable deposit*	\$55	\$75	\$110	\$150

Youth, Adult, CMT	WOSM A	WOSM B	WOSM C	WOSM D
Full fees	\$319	\$638	\$957	\$1275
Early discount fees	\$304	\$606	\$909	\$1212

IST, JPT	WOSM A	WOSM B	WOSM C	WOSM D
Full fees	\$294	\$588	\$882	\$1175
Early discount fees	\$280	\$559	\$840	\$1116

*Included as part of total fee

- **30 September 2018**—Second 40% payment due
- **31 March 2019**—Final 20% payment due

Any payment made after 31 March 2019 was subject to an additional 10% late fee. Full and complete contingent payments were due to the Office of the 24th World Scout Jamboree no later than 1 May 2019. If payments were not received by 1 May 2019, that NSO's contingent allocation was at risk of cancellation. No refunds or credits were given for cancellations or reductions in allocation/registration numbers after 31 March 2019.

Refunds

Refunds were considered at the NSO level ONLY in response to a request submitted by the NSO Head of Contingent or International Commissioner for a reduction in an NSO's approved allocation/registration

numbers. Refunds were issued in the form of credit to the NSO against future payments due—unless no future payments were due, in which case an actual refund was made. Credits and refunds were made directly to the NSO in USD. NO REFUNDS were issued for deposits or for any assessed late fees.

The 24th World Scout Jamboree refund policy was limited to only the fees paid by an NSO for a Jamboree participant (youth, leader, CMT, or IST). The sum of any refunds given did not exceed the actual fees paid in USD. In the case of very inaccurate allocation requests, cancellation fees could have exceeded the funds paid by the NSO.

Any refunded fee amount was subject to two criteria:

1. Timely submission of the refund request, determined by the date the Office of the 24th World Scout Jamboree received a request from an NSO Head of Contingent or International Commissioner for a reduction in contingent allocation

2. Consideration and approval by the Jamboree Executive Team (the three co-chairs of the host nations and the executive director) of the NSO's request for a reduction in allocation

The Jamboree Organizing Committee had the authority to cancel the 24th World Scout Jamboree due to compelling reasons. If the Jamboree were interrupted because of potential risks or events outside the committee's control (e.g., acts of terrorism, natural disasters, etc.), the jamboree organization was not obligated to refund the fees paid.

Solidarity Program

The aim of the Solidarity program was to help Scouts from low-income families in WOSM category A and B countries participate in the 24th World Scout Jamboree. Each WOSM region could nominate members from their respective A and B NSOs. It was important for the Solidarity program to support young people who could not afford to attend but was not designed to pay the fees for those already registered to attend. These places were in addition to already registered contingent members but had to fit within the NSO's allocation.

The Solidarity program benefited each selected participant by paying for air fare, the Jamboree fee, travel to and from the airport, visa fees, and basic health insurance while in the USA. The 24th World Scout Jamboree provided the funds, and the WOSM regions administered the selection process and handled the logistical arrangements.

In addition to the funds provided by the 24th World Scout Jamboree, many NSOs contributed to the Solidarity fund, which benefited 197 youth and 13 adult leaders.

Jamboree Youth Planning Team

The 24th World Scout Jamboree saw a need to encourage more young adults to be involved in the planning process. A Jamboree Youth Planning Team was implemented for ages 18 to 25. These

individuals were recruited by a member of the Jamboree Planning Team and were approved by the co-chairs and their NSOs. A reduced fee of \$700 was authorized for JYPT members.

ARRIVAL AND DEPARTURE PLANNING



The 24th World Scout Jamboree contracted with Transportation Management Services (TMS) to provide transportation to contingents from the following official points of entry to and from the Summit Bechtel Reserve:

- Charlotte Douglas International Airport (Charlotte, North Carolina—226 miles/364 km)
- Yeager Airport (Charleston, West Virginia—66 miles/106 km)
- Amtrak (Prince, West Virginia—11 miles/18 km)

Contingents submitted a Transportation Survey form indicating their arrival and departure plans, including whether they were arriving at an official point of entry and using the Jamboree-provided transportation or arriving at a different point of entry and arranging their own transportation either through TMS or through another charter company. Key information in the survey asked where, when, and how many would be arriving and departing.

Transportation from all other locations for travel to and from the Summit was

the responsibility of the NSO. Their contracted commercial carrier was provided the necessary information to coordinate arrival times and locations for the Jamboree. Upon request, TMS provided competitive quotes for all transportation for pre- and post-Jamboree activities as well as to and from the Jamboree.

The official arrival day was Monday, 22 July 2019. All arrivals were scheduled with the Transportation Team of the World Scout Jamboree and TMS. Arrivals prior to the scheduled time were not permitted.

In all cases, contingents were provided scheduling information and received a specific arrival time.

At the end of the Jamboree, contingents departed via scheduled departure times again set by the Jamboree Transportation Team and TMS. NSOs scheduled their departures based on their itinerary after the Jamboree. There was no provision for late departures after Friday, 2 August 2019. All NSOs were expected to depart according to the schedule provided by the Jamboree Transportation Team.

Each NSO received communication from the Jamboree Transportation Team regarding their arrival and departure plans. Specific scheduling was done individually with each NSO.

There were significant challenges encountered in trying to obtain accurate information concerning the arrival and departure of many contingents, which made planning and scheduling of buses extremely difficult. As a result, there were occasions when members of a few contingents had to wait far longer for a bus than we had anticipated in our planning.

Travel Documents/Visas

Our focus was on ensuring that as many youth as possible attended the 24th World Scout Jamboree. To that end,

we worked to provide support to individuals and contingents that were applying for U.S. Nonimmigrant Class B-2 Tourist visas.

Completing the required visa application process was the sole responsibility of the NSOs.

The Jamboree Management Team worked closely with officials of the U.S. Department of State to provide briefings to U.S. ambassadors in many countries and had ongoing discussions with the U.S. Department of Homeland Security, which is responsible for Customs and Border Protection.

Travel documents were an important part of every contingent's preparation for the 24th World Scout Jamboree. Individuals other than U.S. citizens were required to carry their passport with them while traveling.

Citizens traveling on the passports of the 38 countries covered by the U.S. Visa Waiver Program (VWP) typically did not need a visa to enter the United States of America as a tourist. However, VWP travelers entering the United States of America by air or sea had to have an Electronic System for Travel Authorization (ESTA) approval. NSOs were reminded that if the application for ESTA were declined, the participant would need to apply for a U.S. Nonimmigrant Class B-2 Tourist visa, which could take several months to process. We strongly recommended that participants from VWP countries apply for their ESTA immediately to avoid last-minute problems.

Citizens traveling on passports from non-VWP countries required a U.S. Nonimmigrant Class B-2 Tourist visa. Applications were administered by the U.S. Department of State and had to be completed in the NSO's home country or country of residence at a U.S. embassy or consulate. The application process in some cases was lengthy and NSOs were reminded to submit applications immediately to ensure receipt of visa prior to traveling.

These participants required a “Letter of Invitation,” and the Jamboree Management Team, upon request, assisted the NSO with these letters. This was conditional upon contingents finalizing registration and payment, including for members of the IST.

NSO SUPPORT

Jamboree Advisors

During the planning process, the Office of the 24th World Scout Jamboree noticed a need to provide additional direct support to the NSOs. All 170 NSOs were divided among six members of the 24th World Scout Jamboree staff, with a mixture of NSO locations and sizes among each advisor. The Jamboree advisors served as the direct liaison between each NSO and the Jamboree Organizing Committee. The advisors worked to build relationships with their respective NSOs through phone, email, video conference, and personal interactions at Head of Contingent meetings. For effective communication with NSOs, it was felt that this personal connection with each NSO provided invaluable assistance during the planning process.

Promotion

The Jamboree website, www.2019wsj.org, was the primary home of Jamboree information. Initially, a microsite with basic information was set up, and a redesigned site with in-depth information was formally launched in April 2017. The site was available in English, French, and Spanish.

The homepage featured a play button that linked to a Jamboree overview video and an interactive path with links to the main website sections. Unlock Your World featured information about the Jamboree theme, an interactive map with information about NSO contingents, and an introduction to the Dream Team. Adventure Awaits contained information

on the Jamboree site, host countries, Jamboree program, daily life while at the Jamboree, and New World News, the official blog. Finally, Chart Your Course discussed the ways to attend as an NSO contingent (youth, adult leader, Contingent Management Team, or International Service Team) or as a day visitor. Additional information such as marketing resources, media relations, and contact information could also be accessed from the site menu.

Multiple updates were made to the site prior to the Jamboree as additional information was released. A password-protected subsite was established for NSO Heads of Contingents. This site was a quick repository of key dates, policies, documents, and HOC meeting handouts. A link to the New World Market, the online retail store, was added to the homepage once the store went live. Just prior to the Jamboree start date, the website shifted focus from promotion to on-site information for NSO contingents and day visitors. The website was recognized with several design awards.

In addition to the website, the planning team was active on social media with accounts on Facebook, Twitter, Instagram, Snapchat, and YouTube.

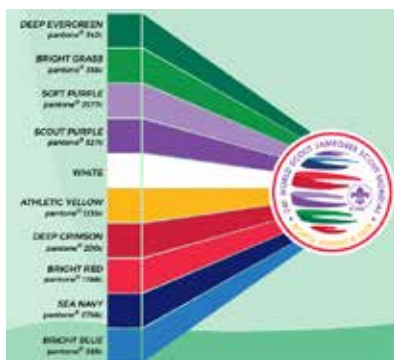
- 816,967 users visited the website.
- 4,101,327 pages were viewed.
- Users from 226 countries and territories accessed the site.
- 79,989 followed on Facebook.
- Over 11,000 followed on Twitter.
- Over 44,500 followed on Instagram.
- YouTube views totaled 180,369.

Publications

To support NSOs, the 24th World Scout Jamboree launched a Brand Center on the Marketing Resource area of the official Jamboree website. Elements found in the Brand Center included the brand guidebook, jamboree logos, design element logos, templates, print media assets, web media assets, photographs, and video links.

The Brand Guide

Released in 2017, the 24th World Scout Jamboree Brand & Marketing Guidelines was a collection of logos, wordmarks, typography, color charts, design elements, and photography designed to support the promotion efforts of NSOs. The brand guide defined the standards of how the 24th World Scout Jamboree logo elements could support NSOs. In addition, the brand guide included instruction on how NSOs could request logo files and secure a license to reproduce the official logo on NSO materials. Finally, the brand guide included sample designs of flyers, merchandise, and stationery, along with a collection of photos to help inspire NSO promotion efforts.



Marketing Resources

Multiple marketing options were created to assist NSOs in recruiting participants to join their contingents. The official website contained a collection of logos, design elements, photographs, videos, web banners, and other assets. Print material was provided as editable PDFs in both A series and common loose sizes. The materials, which were produced in English, French, and Spanish, incorporated the jamboree design elements of Adventure, Friendship, Leadership, Service, and Sustainability. A series of promotional videos focusing on a World Scout Jamboree overview, sustainability, activities, camp life, and cooking were also housed in the Brand Center.



New World News

The New World News was the official blog of the 24th World Scout Jamboree. The blog served as bulletin updates for NSOs. Unlike past jamborees that issued semiregular multipage updates, this jamboree issued monthly e-newsletters. All blog articles were housed on the jamboree website and posted in English, French, and Spanish. The jamboree used MailChimp to send updated notices to all International Commissioners, Heads of Contingents, and Jamboree Planning Team members. About a year prior to the jamboree, three additional newsletters were created for participants, adult leaders/Contingent Management Teams,

and International Service Team members. A total of 253 articles were posted on the New World News blog, with 163 of those posted during the Jamboree.

Jamboree Flash

One year before the Jamboree, the planning team released a new resource to NSOs called Jamboree Flash. These were designed as one-page PDF updates on single jamboree topics. The Jamboree Flash became a weekly publication beginning one year prior to the Jamboree. A total of 57 Jamboree Flash updates were released. The goal was to give NSOs the ability to find and share information with their contingents.

Program Guide

The Program leadership of the 24th World Scout Jamboree released a Program Overview as a planning resource. The Program Overview provided activity descriptions and planning information, suggested itineraries, schedules, travel times, and maps to assist leaders and participants with researching and promoting the world of fun that awaited them at the Summit Bechtel Reserve.

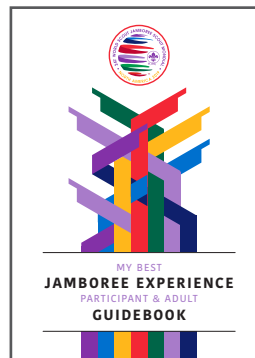
Cookbook

Because each unit planned their meals based on what the unit selected to buy in the Unit Food Markets, an official Jamboree cookbook was provided. The book contained suggestions for sample menus with cooking instructions.

Jamboree Map

The Jamboree map was produced in three languages and provided to all contingent members, JPT, and day visitors. The map contained key Jamboree facts, walk time, safety information, and a graphical representation of key Jamboree locations.

My Best Jamboree Experience (Jamboree Guidebook)



The Jamboree guidebook was a comprehensive guide to the 24th World Scout Jamboree and a helpful resource. The guidebook was organized to cover the most general Jamboree subjects first and the most specific information last within each chapter. There were additional sections just for ISTs, CMTs and HOCs, and visitors.

The mission was to ensure that everyone experienced the best Jamboree possible. The guidebook was designed as a useful resource and keepsake for participants, adult leaders, and all volunteers.

The guidebook was available electronically in PDF format on the Jamboree website for download. In addition, four printed copies were provided to each unit upon arrival at their subcamp. Additional souvenir copies were available for purchase in the retail shops.

Policies












Code of Conduct


As Scouts, we follow the Scout Promise and Law. It is our responsibility to keep these commitments, but the Jamboree is also a special place with special rules.


As a participant and a Scout at the 24th World Scout Jamboree, everyone agreed to obey all U.S., state, and local laws, as well as the Code of Conduct.


The 24th World Scout Jamboree Code of Conduct

As a participant and a Scout at the 24th World Scout Jamboree, I agree to obey all U.S., state, and local laws, as well as the following Code of Conduct:

-  I am aware that I am a representative of the Scout Movement and will follow the Scout Law at all times during my travel and Jamboree participation.
-  I will be respectful, tolerant, and considerate of other cultures, including dressing appropriately for a multicultural environment.
-  I will obey safety rules, signs, and instructions by unit leaders and other adults.
-  I will follow the Jamboree sleep schedule, unless otherwise directed by the Jamboree program, by remaining in my campsite and respecting quiet times.
-  I understand that during the Jamboree the purchase, possession, or consumption of alcoholic beverages or illegal drugs is prohibited.
-  I understand smoking is only permitted in marked areas and not allowed in tents. (Legal age is 18 years or older.)
-  I understand that gambling of any form is prohibited.
-  I will avoid serious behavior issues including dishonesty, fighting, and bad language.
-  I will respect other participants' property and refrain from "trophy hunting."
-  I will keep the Jamboree and my personal site clean and follow recycling policies.
-  I will wear my Jamboree neckerchief and Jamboree ID at all times unless to remove them for safety.

 I will comply with all elements of the Safe From Harm program to prevent abuse and harassment.

 I will only trade patches and souvenirs with my peers and will refrain from selling any items.

 I will comply with all access restrictions and will not enter private tents or sites unless invited.

This applied to everyone attending the Jamboree from the moment they departed for the Jamboree, throughout the Jamboree, while on excursions in the host countries before or after the Jamboree, and during the trip home. The Code of Conduct was available online and in the Jamboree guidebook and was a requirement for registering for the event.

Violation of the Code of Conduct, and any other conduct deemed inconsistent with the values of Scouting, could result in expulsion from the Jamboree at the participant's own expense.

In addition to the Code of Conduct, everyone was reminded that there were other restricted items and Jamboree policies that had to be followed. This included the prohibition of drones, bikes, fireworks, and knives longer than 3 inches (7.6 centimeters). In addition, the purchase, possession, or consumption of alcoholic beverages was prohibited. Other than day visitors, no children under the age of 14 could attend the Jamboree. There was no childcare available on-site.

It is important to note that there was a shared responsibility between the contingents and the Jamboree Planning Team to make the event as safe as possible. The JPT was responsible for the overall safety and security and for ensuring that all the support functions were in place, while the contingents were responsible for making sure their participants, unit leaders, ISTs, and CMTs abided by the Jamboree rules. The contingents communicated the Code of Conduct to their members, particularly the no-alcohol policy and the Safe From Harm program.

Wheeled Transportation

Due to the hilly terrain, distances needed to travel, summer weather, gravel roads, and limited trail capacity at the Summit Bechtel Reserve and consideration for participant safety, the Jamboree Executive Team specifically considered the use of wheeled transportation for participants at the jamboree. After much discussion, focused especially on safety, the team decided against the use of any wheeled vehicles or products for transporting participants, including bicycles, unicycles, skateboards, skates, and scooters.

Therefore, NSOs and members of the IST were not permitted to bring any form of wheeled transportation onto the property of the Summit Bechtel Reserve before, during, and after the 24th World Scout Jamboree.

An internal bus system for transporting youth and adult participants between base camps and/or program areas at the Jamboree was made available.

Home Hospitality

From the beginning, it was decided that the 24th World Scout Jamboree would not offer the organization of Home Hospitality. Due to a variety of considerations, including compliance with applicable Safe From Harm and youth protection practices, hosting Scouts in private homes was not and would not be considered an official Scouting activity or an activity associated with or a part of the 24th World Scout Jamboree.



The 24th World Scout Jamboree worked with the three host National Scout Organizations—the Boy Scouts of America, Scouts Canada, and the Asociación de Scouts de México—to provide information on available pre- and post-Jamboree resident group camp experiences that were considered in connection with NSO contingent trip planning.

Several of the larger NSOs arranged to have their contingent members travel pre- and post-Jamboree and stay in local Scout council-owned group camps.

Childcare/Family Care

Heads of Contingents, Contingent Management Team members, International Service Team, day visitors, and guests of the 24th World Scout Jamboree were made aware that there would be no accommodations or services to provide daycare or childcare services for any children on-site at the Summit Bechtel Reserve.

While a fully accredited and licensed camping facility, the Summit Bechtel Reserve was not licensed by the state of West Virginia to offer direct daycare or childcare services.

Adults with children could attend as day visitors, but children would always be the responsibility of the adult who accompanied them onto the site.



This included visiting Scout units as well as families that had children with them. For visiting Scout units, the expectation

was that there would be two adults, one at least 21 years of age, with the unit at all times. These Scouts were under the direction and care of their leaders.

For families, the expectation was that children would be under the supervision of the accompanying adults. Children were not permitted on the site without being accompanied by adult(s).

Refunds

Refunds were only considered at the NSO level ONLY in response to a request submitted by the NSO Head of Contingent or International Commissioner for a reduction in an NSO's approved allocation/registration numbers. Refunds were issued in the form of credit to the NSO against future payments due—unless no future payments were due, in which case an actual refund was made. Credits and refunds were made directly to the NSO only in USD.

NO REFUNDS were issued for deposits or for any assessed late fees.

The 24th World Scout Jamboree limited refunds to only the fees paid by an NSO for Jamboree participants (youth, leader, CMT, or IST). The sum of any refunds given did not exceed the actual fees paid in USD. In the case of very inaccurate allocation requests, cancellation fees could exceed the funds paid by the NSO.

Terms and Conditions

Every NSO's International Commissioner and Head of Contingent received the Terms and Conditions document, which outlined the following:

- Contingent allocation process
- Fee process and timelines
 - Nonrefundable fees
 - Early discount rate
 - Full fee rate

- Payment timelines and amounts
- NSOs that met the early discount criteria
- NSOs electing the full fee option
- Late fees
- Refunds
- Contingent allocation adjustments
 - Timelines and maximums for a one-time allocation reduction request
- Denials of visas to the U.S.
- Cancellation statement

Meetings

In the years prior to the 24th World Scout Jamboree, members of the Jamboree Planning Team and Jamboree staff attended multiple conferences and events to promote and support the Jamboree. In addition, members of the JPT and staff also attended multiple meetings with National Scout Organizations to support their jamboree planning efforts.

Among the conferences were:

- 23rd World Scout Jamboree, Japan—2015
- 22nd European Scout Conference, Norway—2016
- 26th Interamerican Scout Conference, USA—2016
- 6th Eurasia Scout Conference, Armenia—2016
- 28th Arab Scout Conference, Oman—2016
- 15th World Scout Moot—2017
- 5th World Scout Interreligious Symposium, USA—2017

- 41st World Scout Conference, Azerbaijan—2017
- 17th Africa Scout Conference, Zimbabwe—2018
- 26th Asia-Pacific Regional Scout Conference, Philippines—2018
- 27th Interamerican Scout Conference, Panama—2018
- International Conference on Scouting and Environmental Protection, Saudi Arabia—2019

Among the events were:

- Planning meeting with European NSOs, UK—2017
- 13th Canadian Scout Jamboree—2017
- Boy Scouts of America National Jamboree—2017
- Jamboree Demark—2017
- Swedish National Jamboree—2017
- 11th National Taiwan Scout Jamboree—2018
- The Scout Association CMT and Unit Leader Training, UK—2018

Jamboree-Sponsored Events

The 24th World Scout Jamboree hosted three meetings prior to the Jamboree for the Heads of Contingents of NSOs.

Study Visit

In the lead-up to the 24th World Scout Jamboree, NSOs, International Commissioners, and members of the Jamboree Planning Team were invited to a study visit 21–24 July 2017, and given a firsthand opportunity to view the Summit Bechtel Reserve in full operation in conjunction with and during the Boy Scouts of America’s 2017 National Scout Jamboree.

This was a great opportunity to see the site in its operational mode. This was NOT an official Head of Contingent

meeting for the 24th World Scout Jamboree. The two official Heads of Contingent meetings took place in April 2018 and April 2019.

Heads of Contingents and the NSO were responsible for issuing invitations and the necessary approvals to attend the study visit. NSOs were requested to limit their study visit participants to the top adult leaders from their Contingent Management Team (CMT) or NSO. There were 86 participants (56 representing 18 NSOs, 26 Jamboree Planning Team members, and 4 WOSM representatives) in attendance at the study visit.

The study visit program included tours of the Summit Bechtel Reserve while the BSA National Scout Jamboree was in action. Before or after the study visit, participants could choose to visit North American locations for potential contingent touring options, including Charleston, West Virginia. These visits were at their own cost.

The scheduled tours of the Summit Bechtel Reserve on Saturday, 22 July, and Sunday, 23 July, included:

- Observing the various program elements on-site
- Attending the 22 July evening stadium show during the National Scout Jamboree
- Attending formal sessions with the leadership of the 24th World Scout Jamboree to address questions

Heads of Contingents Meetings

The first of two Heads of Contingents meetings for the 24th World Scout Jamboree was held 13–15 April 2018 at The Resort at Glade Springs located in Daniels, West Virginia. There were 130 people representing 45 countries who attended the meetings, which included 41 members of the Jamboree Planning Team.

The weekend began with a welcome by the co-chairs and overview sessions on the Jamboree site, Jamboree program, medical information, registration, and visas. After dinner there was a session on food service. The next day included a full day at the Summit Bechtel Reserve, beginning with visiting and touring the Ruby West Virginia Welcome Center, where all Jamboree participants would first arrive. This was followed by a tour of the Summit. In the afternoon there were four one-hour sessions about each pillar—Administration, Operations, Program, and Logistics—where information was shared on a number of key items of interest to the HOCs/CMTs. These included:

- Details of the registration process (units/IST/Contingent Management Team/special guests)
- Information about arrivals and departures
- Details regarding public relations, communications, VIP hosting, and visitor experience
- Details of the Jamboree site layout, including base camps, subcamps, contingent support, IST Experience, and the World Scout Center
- Details of the Jamboree program including Adventure, Centro Mondial, Connected Experience, Global Development, Mt. Jack, Stadium Shows, and World Point
- Details of the site infrastructure, including Container Management, Retail Operations, Security and Safety, Sustainability, and Maintenance

Participants arrived either Thursday night or Friday morning with the opening session beginning in the early afternoon. There was a full Saturday and departures on Sunday morning.

A question and answer forum after dinner Saturday helped to resolve any unanswered questions that HOCs/CMTs had.

In addition to providing a lot of information, there were many opportunities to meet and discuss issues with key members of the Jamboree Planning Team. There was also social time in the evenings when Heads of Contingents and members of their contingent teams were able to meet and interact with each other.

The standard package fee of USD \$400 included van transportation between Yeager Airport in Charleston, West Virginia, and The Resort at Glade Springs and accommodation at The Resort at Glade Springs. Rooms were double occupancy, with a single occupancy option available for USD \$540. Meals provided were dinner on Friday; breakfast buffet, lunch, and dinner on Saturday; and breakfast buffet on Sunday. Fruit and healthy snacks were included.

All presentations and handouts were uploaded to the Heads of Contingents secure website for reference.

The second Heads of Contingents meeting for the 24th World Scout Jamboree was held 10–14 April 2019 at Charleston Marriott Town Center, Charleston, West Virginia. There were 154 people representing 60 countries who attended the meetings, which included 58 members of the Jamboree Planning Team.

The format was a bit different from the first meeting. Participants could arrive on Wednesday, 10 April, and participate in an optional tour of the Summit Bechtel Reserve on Thursday, 11 April. The day began by briefly visiting the Ruby West Virginia Welcome Center, where all Jamboree participants arrived. This was followed by touring the Summit. Lunch was arranged at the Fenneman Great Hall at Wayne Perry Point and

was hosted by the Food Services and Guest Services teams, highlighting foods offered to units and for receptions. The site tour continued in the afternoon to view and walk around the rest of the Jamboree site.

On Friday, 12 April, participants gathered for the opening lunch followed by sessions and workshops. There was a session after dinner followed by networking and social time. Saturday, 13 April, was a long and informative day with sessions and workshops. The purpose for the day was to provide the HOCs/CMTs with updated and close-to-final information on administrative, operational, programmatic, and logistical details to make their contingents' World Scout Jamboree experience a memorable one. After dinner, a question and answer forum helped to resolve any unanswered questions that HOCs/CMTs had. Participants departed on Sunday, 14 April.

The standard meeting package fee of USD \$300 included breakfast buffet, lunch, and dinner on Friday and Saturday; a breakfast buffet on Sunday; and all breaks between workshops. Participants were responsible for booking their own hotel rooms directly with the Charleston Marriott Town Center at the special World Scout Jamboree rate of USD \$129. Those wanting to take the optional Summit tour paid an additional USD \$175 to cover the cost of transportation and refreshments to and from the Summit.

The hotel provided a courtesy airport shuttle for all participants to Yeager Airport (CRW).

All presentations were uploaded to the Heads of Contingents secure website for reference. A draft Jamboree guidebook was provided to each HOC.

NSO Planning Participation

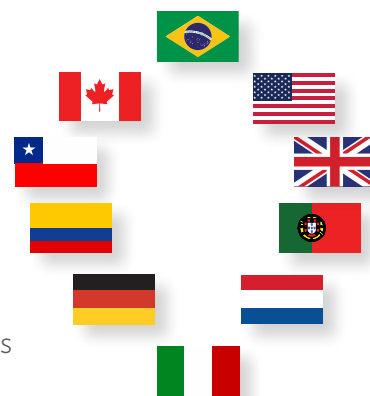
International Food Houses

The International Food Houses were a major attraction at the Jamboree. This is a long-standing tradition at World Scout

Jamborees. Ten countries from around the world gathered in Action Point to provide the tastes, aromas, culture, and camaraderie of their homelands with everyone. The hours of operation for these food houses were 08:00 to 22:00 daily.

The countries included:

- Brazil
- Canada
- Chile
- Colombia
- Germany
- Italy
- Netherlands
- Portugal
- United Kingdom
- United States



All visitors and Jamboree participants could try food from these countries. Visiting a food house was not only a tasty experience but also a fun way to learn about a culture, as well as different spices and cooking methods.

The food houses served thousands of meals to participants, leaders, guests, and day visitors. The wide variety of options as well as the interesting cultural experiences made these very popular. Some International Food Houses also hosted special activities and events.

Contingent Receptions

As at past World Scout Jamborees, contingents could host receptions to which representatives of other contingents and the Jamboree Planning Team are invited. The Guest Services Team managed four large venues—three in Legacy Point and one in World Point—where contingents could host receptions.



Contingents could reserve one of the four reception locations by filling out an online reservation form. Receptions could be scheduled any time on a Jamboree day, including show days, and were typically reserved for 45–60 minutes per reception. Reservations were on a first-come, first-served basis.

The reservation form contained a link to the catering order form. A professional caterer prepared all substantial food required at the receptions and contingents could choose from a range of menu options. All receptions had to order catered food using this link. No alcohol was served at the receptions. Any food items brought in from outside the USA had to comply with U.S. food and health regulations and had to be pre-approved by the Jamboree Food Team.

For the receptions, the Jamboree provided:

- An appropriately sized location at no cost
- AV equipment (projector, microphone, sound system, and screen) at no cost
- Catering, if required (there was a cost involved)
- Support with configuration of tables, chairs, stage, etc., at no cost; could be arranged in advance, based on availability and timeliness of the request

World Scout Center

The World Scout Center, located in World Point, had a festival-like “walk around and experience it all” feel. The area was lively and colorful, with lots of people and entertainment on stages and buskers along the pathways. This area also had vendor exhibits, VIP and event hosting tents, and tents with NSO contingent exhibits. All exhibits and activities had to be substantial, robust, interactive, lively, and engaging.

The amount of space provided was based on the number of participants in a contingent. Within the space provided, contingents could also have their own headquarters. The space included tables,

Participants		Space Allocated (Sq. Ft.)	Space Allocated (m²)	Equipment	
Minimum	Maximum			Tables	Chairs
1	36	Shared space		1	2
37	72	Shared space or by request		2	4
73	144	200	18.5	3	6
145	288	400	37	4	8
289	576	600	55.5	6	12
577	1,152	800	74	12	24
1,153	2,304	1,000	93	15	30
2,305+		1,200	111	18	36

chairs, power, and Wi-Fi. If a contingent needed additional equipment to run their exhibits in the World Scout Center, they could contract with the Jamboree partner Freeman, a leading provider of integrated services for experiential marketing that specializes in event marketing and management.

Unlike previous World Scout Jamborees, contingents were not automatically provided with their own dedicated tent to run an exhibit and have a headquarters area. Only contingents that contributed an interactive, lively, and engaging exhibit were allocated space within World Scout Center.



For those contingents that did not wish to contribute an exhibit, office space was made available in the Shared Office Space.

More than 50 contingents highlighted their country, culture, and way of Scouting. Through interactive and engaging exhibits, participants and visitors experienced the country's heritage.

World Point, including the World Scout Center, was open daily for everyone, including visitors, from 9:00 to 19:00.

The World Scout Center supported all the NSO contingent displays and exhibits and managed the logistics and operations of the World Scout Center. This also included:

- A Contingent Support Service Desk for any questions or issues that a contingent had.

- A Business Center for contingents that needed to make photocopies, borrow a computer, or check their mailboxes for information.
- A Contingent Management Team Lounge, which had a cozy atmosphere and coffee available. Team members could play board games or cards or just relax.
- A Shared Office Space, which was available to contingents that had not applied for an exhibit.

Jamboree Contingent Program

National Scout Organization contingents had the opportunity to plan and deliver a Jamboree contingent program. Contingent program opportunities were available in Centro Mundial—Living in the 21st Century and in the Global Development Village. The Jamboree contingent program helped the Jamboree include diverse activities so that participants could have a rich and varied experience. Programs could be interactive activities and exhibits, small group dialogues, workshops, or special events. While most Jamboree contingent programs operated each day program was open, there was also an option for smaller NSOs to operate for a short period or a single day if agreed to by the program team. An information packet was released 16 months prior to the Jamboree with a deadline for submissions nine months prior to the Jamboree. The Jamboree provided the activity location, tent, tables, chairs, and power. All other costs were the responsibility of the respective NSO.

Additional opportunities for NSOs to contribute to the Jamboree program were available in Connected Experience and World Point. Connected Experience invited NSOs to nominate a Scout to represent the NSO as a Global Ambassador, to share a Summit Story, or to participate in the Model United Nations program. World Point provided opportunities for NSOs to share their local culture on stage through song, dance, crafts, or other performances.

Training

Safe From Harm



As with all Scouting events, the safety and security of youth and adults was of the highest concern; therefore, the Jamboree Planning Team, in conjunction with the World Scout Bureau, developed Safe From Harm (youth protection) training. This was a mandatory training course for all adults, including all vendors, military, local police, fire and rescue, EMS staff, and other adults in support roles. Those on brief service visits undertook a shorter Jamboree Safe From Harm course that was mostly about what one could and could not do. Day visitors and special guests received a summary of the key Safe From Harm messages as part of their introduction to the event.

The training modules, available in the three official languages of English, French, and Spanish, used the Adobe Captivate Prime platform as the learning management system and were made available online. The BSA's Scouting U created the learning modules and coordinated the translation and narration services. The interactive training was three hours in length and went live on 1 April 2019.

The interactive online training included the following modules:

- Abuse and Discrimination
- Cyber Security
- Two-Deep Leadership
- Mental Health
- Cultural Awareness
- Code of Conduct and Local Laws
- Responding to Incidents

Some technical difficulties that were experienced during the testing phase, mostly with the support provided by

Adobe, were eventually resolved. These difficulties, however, caused delays in launching the training online. The plan had been to have the Adobe Captivate Prime system interface with Certain, the Jamboree registration system; unfortunately, the cost to develop the interface was cost prohibitive and ultimately the supplied API (application programming interface) was not implemented. Therefore, adults had to print a certificate of completion to verify that they had taken the course and bring it with them.

During on-site registration, the adults were required to show evidence of completion prior to entering the jamboree site. Those who had not completed the course prior to arriving on-site were provided with a laptop to complete their training before they could be registered and credentialed to enter the jamboree site.

Initially 15,000 licenses were purchased with additional licenses purchased three times, for a total of 18,000 licenses, of which 17,962 were used. Despite concerns, the majority of the adults completed the Safe From Harm training. The high completion rate was attributed to significant messaging by the Jamboree Planning Team and support and cooperation from the NSOs and contingents through the use of several means of communication including social media, Flash articles, IST newsletters, and messaging in emails to NSOs, Heads of Contingents, and ISTs.

The completion rates were:

- 118 in French
- 669 in Spanish
- 15,286 in English
- 16,073 in total, including all vendors, military, police, and other adults in support roles

A total of 13,632 adults registered and attended the jamboree. Of those, approximately 400 had to take the training upon arrival, which was a completion rate of 97% prior to arrival!

We recommend that the Safe From Harm training modules be integrated as part of the registration process as in previous Jamborees. The content is excellent and should be used in the future, with updates made as needed. However, we suggest that this be hosted on a faster platform than Adobe.

A Safe From Harm team under the BSA's Scouts First department managed any Safe From Harm issues during the Jamboree. The team engaged with the Stewards, base camp and subcamp leads, and Listening Ear to explain protocols for addressing Safe From Harm incidents.

IST Training

The IST Training Team developed 19 online modules on a variety of topics that were available in the three official languages of English, French, and Spanish. The modules were to better prepare ISTs for their Jamboree experience prior to arrival and were highly recommended for ISTs to complete, as they provided an excellent orientation to the Jamboree and the Summit Bechtel Reserve.

The IST training modules addressed:

- Introduction to IST training
- What to bring to the 2019 World Scout Jamboree
- What to expect upon arrival at the 2019 World Scout Jamboree
- Site orientation for the 2019 World Scout Jamboree
- Personal Safety I while at the 2019 World Scout Jamboree
- Personal Safety II while at the 2019 World Scout Jamboree

- Lodging at the 2019 World Scout Jamboree
- Food at the 2019 World Scout Jamboree
- Local hazards (insects, weather, geography) that one can expect at the 2019 World Scout Jamboree
- Transportation arrangements for arrival and departure from the 2019 World Scout Jamboree
- What transportation will be available on-site at the 2019 World Scout Jamboree
- Housekeeping at the 2019 World Scout Jamboree
- How to send and receive postal mail at the 2019 World Scout Jamboree
- IST responsibilities at the 2019 World Scout Jamboree
- Jamboree media
- Sustainability practices at the 2019 World Scout Jamboree
- Medical services at the 2019 World Scout Jamboree
- Religious and spiritual support while at the 2019 World Scout Jamboree
- What to expect upon arrival at the 2019 World Scout Jamboree

As the modules were only highly recommended and not mandatory, the completion rate was only 28%, about as expected.

The completion rates were:

- 71 in French
- 222 in Spanish
- 2,541 in English
- 2,834 in total

A total of 10,065 ISTs attended the jamboree, resulting in a completion rate of 28%.

The IST Training Team also arranged 20 Educational Opportunities sessions, which were offered during the 10 days of the Jamboree. The Educational Opportunities were very well received. However, as they were only offered from 10:00–12:00 and 14:00–16:00, when most ISTs were working, a limited number of ISTs attended them.

The Educational Opportunities were a great idea but were presented at the wrong time. We recommend that they be offered when the majority of ISTs are not working, probably in the early evening from 18:00–21:00.

Role-Specific Training

The IST Training Team hosted Payment Card Industry (PCI) training as well. The IST Training Team received a PowerPoint presentation from Retail Services and converted this into an online learning module. All who worked in the Jamboree Trading Shops handling credit cards were required to take PCI training.

When ISTs arrived on-site, they were required to report to their areas/teams. Area and team leads provided role-specific training to the ISTs allocated to their team. Given the wide variety in the teams and roles, there was no single model or approach that was applied for this training.

JPT PLANNING PROCESS

Site

The site for the 24th World Scout Jamboree was unlike anything the Scouts had ever seen before. The Summit Bechtel Reserve (“the Summit”) is larger than some entire countries and was home for an adventure of a lifetime.

Situated in the wilds of West Virginia, the Summit Bechtel Reserve sits in the heart of the Appalachian Mountains. This rocky chain of hills is approximately 460 million years old and is home to the oldest mountains in the world. The range stretches from Newfoundland, Canada, to Alabama, USA.

Major interstate highways (U.S. 64, U.S. 77, and U.S. 79) service the Summit. There are commercial flights available at Raleigh County Memorial Airport near Beckley and Yeager Airport in Charleston with daily flights into and out of West Virginia. In addition, the Charlotte Douglas International Airport and the Pittsburgh International Airport are both within an estimated 3.5-hour drive from the Summit. Amtrak’s Cardinal train connects Chicago to Washington, D.C., and New York City via the New River Gorge, with a stop in Prince, near Beckley. Greyhound Lines services Beckley as well.

Summit Bechtel Reserve

The Summit is a year-round training, Scouting, and high-adventure center for the millions of youth and adults involved in the Boy Scouts of America and anyone who loves the outdoors. It became the permanent host of the Boy Scouts of America’s National Scout Jamboree, held every four years, beginning with the 2013 National Scout Jamboree soon after the Summit opened. The 2017 National Scout Jamboree was also held there, and upcoming events include the 2021 National Scout Jamboree and JamCam 2023.

As wild as the Summit Bechtel Reserve is, once upon a time it was the site of extensive heavy industry and the ground was dug up to mine for coal, a resource common to the region. Old surface mines left wide, flat areas of ground and a network of roads that crisscrossed the hilly landscape. However, when the BSA saw the site, they did not see the past—they saw the future.

Flat areas were covered with grass, which are now base camps. Old roads and trails now lead to new adventure and exploration. Scouts cleaned the streams and replanted marshes. New lakes and trees brought back animals that had long stayed away. The construction of new buildings used local resources, supported regional businesses, and improved communities that no longer could rely on the old mines.

Ruby Welcome Center

The J.W. and Hazel Ruby West Virginia Welcome Center, on U.S. 19 just south of Sun Mine Road, served as the check-in center for all International Service Team, participants, and day visitors and was the transportation hub and arrival gateway for the Summit. It served over 1,000 buses full of Scouts, leaders, and IST from around the world, including over 17,000 day visitors.

Infrastructure

To minimize impact, the Summit and the Jamboree developed a model to have as small of a footprint as possible. The Summit site was the second densest city in the country and the second most populous city in West Virginia (behind Charleston and Huntington) during the Jamboree.

- Grades are 5% or less throughout Summit Center for accessibility.
- All Scouts are within a 1/2-mile (804 m) walk of water/hydration locations.
- 120 miles (194 km) of roads and trails are on-site.
- 13 cell towers for Wi-Fi.
- 18-acre (7.3-hectare) grass stadium has a capacity of ~80,000.
- Highest elevation is 2,798 feet (854 m) on Garden Ground Mountain.
- Total elevation change on-site is 1,572 feet (480 m).
- Over 171 miles (275 km) of underground utilities are installed on-site.

With each year, the Summit grows to meet the dreams of new Scouts, setting records and becoming the home to true adventure with the following facilities:

- Longest combined zip lines in the world (5.45 miles/8.7 kilometers)
- Longest canopy course in the country (9.55 miles/15.3 kilometers)
- Largest man-made outdoor climbing facility in the country (218 stations)
- Top purpose-built mountain biking facility in the country with 36 trails (No. 3 in total mileage)
- The most challenge courses at one facility in the country (83 elements)
- Second-largest outdoor skate park in the country (4.6 acres/1.7 hectares)
- Second-largest BMX facility in the country (13.7 acres/5.3 hectares)
- Third-largest combined rifle, shotgun, and pistol shooting venue in the country
- Third-largest archery range in the country (116 stations)
- Largest natural outdoor arena in West Virginia (80,000-person capacity)

Goodrich Lake at the center of the main site separates base camps from the arena, action areas, transportation centers, and other traditional core areas.

When rough terrain and deep ravines made connecting the base camps difficult, bridges were built through the treetops. The CONSOL Energy Bridge, a triple-walkway pedestrian suspension bridge spanning 800 feet (240 meters), enables Scouts to climb to the top of its towers and dip underneath the main walkway. Structures like this helped reduce the need for vehicles, keeping the roads safer and the air cleaner.



From the bottom of the Summit Bechtel Reserve to the top, there is an elevation difference of approximately 1,572 feet (480 meters). That means exciting downhill mountain biking and zip line courses and plenty of intense hiking trails. Gravity has never been so much fun!

All of this is only a stone's throw away from the New River Gorge National River, the Bluestone National Scenic River, and the Gauley River National Recreation Area. This makes the Summit a destination for fishing, kayaking, and river rafting. Moreover, the same rivers that provide thrilling rafting have carved out some of the best rock climbing on the East Coast of the USA.

The Summit Bechtel Reserve today is 10,600 acres (4,290 hectares) surrounded by wilderness that expanded the program area to 70,000 acres (28,328 hectares). From Scott Summit Center to the New River Gorge National River, this Jamboree was filled with wild fun.

Main Jamboree Areas

The World Scout Jamboree site was divided into many different areas.

Base Camps and Subcamps

The most important areas of the Jamboree were the base camps and subcamps. These were home to the participants during their time at the Jamboree and were where they slept, lived, ate, and played. The Summit has six base camps with four subcamps each except for Foxtrot, which has two. Adult

volunteers, including the International Service Team, Contingent Management Team, and Jamboree Planning Team, were housed in Ephesus. Each of the base camps could house 6,880–8,320 participants, with Ephesus housing close to 9,000 IST/CMT.



There were 336 shower houses with each of the subcamps having 45–60. Each of the shower houses included flush toilets, air-temperature showers, and cold water sinks with mirrors, along with at least one squatting toilet. Personal bidet bottles were available. The Ephesus shower houses were solar heated to provide warm water for showers.

Unit Sites

The 18 participant subcamps were home to between 25 and 55 units depending on the geography of the site. Every unit block was 180 feet (55 meters) x 36 feet (11 meters) for a standard unit of 40 participants, and the campsites were very tight and close to each other. Campsite layouts were engineered to leave 6 feet (1.8 meters) of egress space between campsites. These were fire lanes and remained clear. There was also a mandatory 5-foot (1.5-meter) space between tents. These provided an exit route in the event of an emergency.

Scott Summit Center

The heart of the Jamboree was the Scott Summit Center, which provided access to adventure and outdoor education at





2019 WSJ Scott Summit Center

Date: 5/3/2019

1:4,200

1 inch = 350 feet

Size to scale: 11"x17"

0 175 350 Feet



Legend

- Numbered Trail
- Road
- Mountain Bike Trail
- Advanced
- Beginner
- Intermediate
- Skills





Action Point, Goodrich Lake, Gateway Village, Legacy Village, and Boulder Cove. For the Jamboree, this area became Centro Mundial with World Point, the World Scout Center, Global Development Village, International Food Houses, and so much more. These areas were open to day visitors.

AT&T Summit Stadium

This 18-acre (7.3-hectare) grass stadium was where over 41,000 youth and adults from around the world gathered for the stadium shows, which highlighted the Jamboree experience with a mix of music, theatrics, and a few surprises. The gathering of Scouts all in one place was a visual reminder that the world Scouting community is huge—much bigger than individual Scouts, units, and contingents.

High-Adventure Zone

This huge area included most of the Jamboree high-adventure programs:



- Thrasher Mountain—The Pools (scuba and swimming), The Cloud (popular science and robotics), The Park (skateboarding), The Trax (BMX)
- Adventure Ridge—The Bows (archery sports), The Barrels (shooting sports)
- Adventure Valley—The Ropes (challenge courses in the trees), Low and High Gear (over 36 miles/58 kilometers of downhill and cross-country mountain bike trails), The Rocks (climbing, bouldering, and rappelling), Big Zip (zip lines), The Canopy (canopy tours)

Bill of Materials Process

Because the 24th World Scout Jamboree was hosted at a permanent site, the Jamboree had access to the Arnold Logistics Center. The center is an existing 75,000-square-foot/6,968-square-meter facility that housed the gear and equipment to support Jamboree operations. As part of the sustainability commitment to the site and to the Jamboree, the goal was to maximize use of existing materials and minimize use of single-use materials. Among the items on hand the Jamboree had access to were troop kits (tables, stoves, pots, etc.), program supplies (bicycles, paddles, harnesses, helmets, etc.), and support items (shovels, medical equipment, televisions, etc.).

Each Jamboree Planning Team group was required to submit a Bill of Materials (BOM) to order supplies for their Jamboree service area. The BOM process was comprised of two types of orders—items found in the Arnold Logistics Center inventory catalog and items that needed to be sourced and purchased. The BOM contained every aspect of the Jamboree teams' requests, from tentage to paper clips. Once the BOM was completed, it was submitted for approval and compiled by the Logistics Team to determine the total purchases needed for the Jamboree. The Jamboree co-chairs reviewed the BOMs to look for cost savings or changes to support the Jamboree budget.

After receiving final approval from the co-chairs, the Logistics Team began sourcing and purchasing Jamboree supplies. All Jamboree equipment was received at the Arnold Logistics Center, where a team packed approved BOM orders by area and scheduled delivery to the Jamboree site. BOM deliveries began five months prior to the event for weather-resistant orders and continued until the Jamboree began on 22 July. Additional deliveries of back-ordered items and replenishment of supplies occurred throughout the Jamboree.

JAMBOREE LIFE

ARRIVAL AND DEPARTURE PROCESS

Ruby Welcome Center

Everyone arriving to enter the 24th World Scout Jamboree site had to stop at the J.W. and Hazel Ruby West Virginia Welcome Center, more commonly known as the Ruby Welcome Center. The center, on U.S. 19 just south of Sun Mine Road, served as the check-in center for everyone. It served over 1,000 buses full of Scouts, leaders, and IST from around the world, including over 17,000 day visitors.

IST/CMT/JPT

Most IST members arrived between 08:00 on Thursday, 18 July, and 22:00 on Sunday, 21 July, and departed on Friday, 2 August, and Saturday, 3 August. Over 5,000 IST arrived over a 24-hour period on 18 July.

All IST were asked to arrive prior to the contingent arrival date of Monday, 22 July. This was to alleviate congestion during the check-in process at the Ruby Welcome Center. This also enabled the IST to better acclimatize to the Summit Bechtel Reserve.

The IST Experience Team received and welcomed all JPT, IST, and CMT at the Ruby Welcome Center. Upon arrival, all JPT, IST, and CMT had to first fill out a short West Virginia Public Health screening form and then present their Safe From Harm certificates for verification. A quick public health screening checkpoint reviewed their form. If they indicated any medical issues on the form or were missing a document such as the Medical Health History Survey, they were directed to the Medical Team for assessment and/or review. If they did not present their Safe From Harm certificate, they were directed to the IST Training Team that assisted them in completing this mandatory training.



If all documents were completed, including personal and emergency contact information, consent, and acknowledgments, they were checked in by the Registration Team. The process included checking for full payment. They then were given their Jamboree credential packet, which included their housing assignment, Jamboree Identification (ID) badge and a lanyard, Novus wristband, hydration card, lunch tickets, and Jamboree neckerchief and patch. Once completed, the IST and JPT members received their T-shirts. Separate transportation was provided to take IST to the Jamboree site.

Access to the Jamboree site was strictly controlled and was closed to personal vehicles. A vehicle parking pass was provided for those who needed to park their vehicles at the Ruby Welcome Center. The parking lot was about 1/2 mile (0.8 km) away and a shuttle bus was provided to bring those who were parking back to the Ruby Welcome Center.



Contingents

Upon arrival at the Ruby Welcome Center, participants, including unit leaders, stayed on their buses during the registration process and were taken to the site on that same bus.

All contingents had been asked to rendezvous with members of their contingent who may have been traveling separately. This worked in most cases, but there were several smaller and some large contingents that did not follow this directive, which caused unnecessary

delays and challenges during check-in. Several contingents' Scouts and unit leaders traveled on their own, causing challenges in reconciling the units on-site. Some of the Scouts arrived two to three days ahead of their contingent and left two to three days after their contingent had departed. This was mostly due to individuals making travel arrangements with airlines separately rather than as a contingent.

All contingents had to register their arrival schedule with Transportation Management Services (TMS), the Jamboree transportation contractor. There were significant challenges encountered in trying to obtain accurate information concerning the arrival and departure of many contingents, and this meant that the planning and scheduling of buses/motor coaches was extremely difficult. As a result, there were occasions when members of a few contingents had to wait far longer for a shuttle than we had anticipated during planning.

There were additional challenges posed by TMS, as they would not have their buses on the road between 02:00 and 05:00 for insurance and safety reasons. In order to manage this for any flight delays and for contingents to stay overnight at the airports, the Jamboree Executive Team arranged for two transfer lots—the parking garage at Yeager Airport (CRW) in Charleston, West Virginia, for 21-22 and 22-23 July and the Charlotte Motor Speedway near Charlotte Douglas International Airport (CLT) in Charlotte, North Carolina, for 22-23 July. Food, water, blankets, and cots were arranged, with cots being secured through the West Virginia National Guard. Jamboree staff included four WOSM members, three security Stewards, and two EMTs for first aid only.

At the two official entry point airports (CLT and CRW), contingent members were greeted and screened. This was to ensure that each contingent had all their members and that registration was complete. Contingents were then taken to a transfer lot where West Virginia

Public Health screened them. Once that was complete, they were transported to the Ruby Welcome Center. Upon arrival, the contingent went through a quick luggage security check.

A bus guide who was a member of the Rover Brigade met each of the contingent buses as they arrived at the Ruby Welcome Center. The guide provided the participants with a welcoming orientation including safety policies and procedures, instructions for campsite setup, locations of shower houses, dining times, requirements for cleanliness of the campsite and their tents, unit leader responsibilities, and the overall schedule for Day 1.

They guided the bus to the drop zone closest to the contingent's subcamp to disembark. En route to the Jamboree site, the guides asked the unit leaders for their Safe From Harm certificates to verify that they had completed the training.

At the subcamp, the subcamp staff screened the unit leaders for Safe From Harm. If leaders could provide verification, the unit was shown to their site to set up, while one unit leader checked in with the Registration Team. If a unit leader did not have their Safe From Harm certificate, the subcamp had been provided the training modules on a flash drive and the unit leader was asked to complete the training before being checked in.

If everything was in order, the unit leader received the jamboree credentials for the unit, which included the Jamboree ID badge and a lanyard, Novus wristband, hydration card, and Jamboree neckerchief and patch for each member of the unit. In addition, each unit of 40 received four printed copies of the Jamboree guidebook.

Identification

Every Jamboree participant received a Jamboree ID badge on a lanyard and a Jamboree neckerchief, both of which

were essential to Jamboree life. They displayed who the person was and controlled access to the site, food, and activities.

Everyone had to wear their official Jamboree ID and neckerchief at all times and show it when asked to do so by appropriate staff. If one lost their Jamboree ID, a unit leader could visit their subcamp HQ or contact the Jamboree HQ directly and request a replacement.

There were also various ID cards used for guests, day visitors, and contracted companies working for the Jamboree. There was a larger size special ID card used in some specific areas, such as the stadium shows, Base Camp Bashes, philanthropy guests, etc. This was due to the security for high-profile guests.

Jamboree ID badge and Novus wristband colors were kept simple:

- Youth participants—Red
- Adult leaders—Blue
- CMT, IST, and JPT—Purple



Who Is Who?

For security and other reasons, it was important to be able to identify people at the Jamboree. Everyone had to keep their Jamboree neckerchief and Jamboree ID badge on them at all times. The color of a Jamboree neckerchief and the border of the 24th World Scout Jamboree patch were designed to indicate the following:

	Youth Participants—Red
	Unit Leaders and Contingent Management Team (CMT)—Light Blue
	International Service Team (IST)—Gray
	Jamboree Planning Team (JPT)—Purple
	Visitors—Green (For purchase in the Jamboree Trading Shops)

JAMBOREE HOUSING

Base Camp/Subcamp Operations

The theme of the 24th World Scout Jamboree was “Unlock a New World.” With this in mind, we incorporated World Heritage Sites in the names of base camps and subcamps.

A World Heritage Site is a landmark or area that is selected by the United Nations Educational, Scientific and Cultural Organization (UNESCO) as having cultural, historical, scientific, or other form of significance, and is legally protected by international treaties. The sites are judged important to the collective interests of humanity.

The six base camps at the Summit are named using the NATO phonetic alphabet letters Alpha, Bravo, Charlie, Delta, Echo, and Foxtrot. Using this format, a list of World Heritage Site names beginning with the letters A through F were selected as shown here.

Agra Fort

Subcamp A1—Acropolis
Subcamp A2—Angkor
Subcamp A3—Aksum
Subcamp A4—Anjar



Blenheim Palace

Subcamp B1—Brazilia
Subcamp B2—Butrint
Subcamp B3—Boyana Church
Subcamp B4—Byblos



Canadian Rockies

Subcamp C1—Canterbury Cathedral
Subcamp C2—Centennial Hall
Subcamp C3—Carlsbad Caverns
Subcamp C4—Castel del Monte



Durham Castle

Subcamp D1—Delos
Subcamp D2—Darien National Park
Subcamp D3—Danube Delta
Subcamp D4—Dinosaur Provincial Park



Ephesus

Subcamp E1—Everglades
Subcamp E2—Ellora
Subcamp E3—Ennedi
Subcamp E4—El Tajin



Fort Jesus

Subcamp F1—Fraser Island
Subcamp F2—Fortress of Suomenlinna



The most important areas of the Jamboree were the six base camps and 22 subcamps. These were home to the participants during their time at the Jamboree and were where they slept, lived, ate, and played. There were five participant base camps with 18 subcamps, each of which housed between 25 and 55 units of 40, for a total of 1,000 to 2,200 participants per subcamp. A typical unit was 36 Scouts and four unit leaders.

Adult volunteers, including the International Service Team, Contingent Management Team, and Jamboree Planning Team, were housed in Ephesus, which had four subcamps. In addition, 400 Jamboree Planning Team members were housed in the Pigott and Eagles Nest bunkhouses, which had been recently built.

Each base camp and subcamp had a headquarters, which housed the local JPT and IST leadership. This group included the lead and two assistant leads, commissioner, youth assistant, head administrator, eight to 10 duty officers, program, communication, maintenance, green team recycling, and safety personnel, and other helpful individuals who could answer questions and be of assistance. In addition, subcamps had chaplains and Listening Ear personnel. Their role was to provide a safe, stimulating, well-organized environment to support the participants and unit leaders.

Three of the base camp teams and 10 subcamp teams were predominantly made up of U.S.-based Scouters, who were recruited for their experience with the Summit model, along with a few ISTs from different countries. Scouters from Canada and Europe led the other three base camps and 12 subcamps with ISTs from several countries, including the U.S., who had past experience. The team leads from outside the U.S. were recruited before the Jamboree, upon the recommendation of their NSO, in order to allow them to become involved with the planning and preparation phase. The mixture of nationalities, cultures, and languages both reflected the nature of the Jamboree and proved practical in helping units to get the most out of the experience.

Several IST members were also allocated to each subcamp, and the teams worked together to answer specific day-to-day questions and generally look after the needs of the participants.

In order to ensure that everything was going well, members of the subcamp team and unit leaders met each evening to evaluate the past 24 hours, consider participants' requests, and resolve any issues. Detailed information about the next few days was also shared.

The first place for units and unit leaders to seek information and support was in their subcamp, where most issues could be easily resolved. If further support was needed, unit leaders turned to their Heads of Contingents and Contingent Management Teams for assistance.

The IST in the participant subcamps were housed in four-person tents with two sets of bunk beds.

The base camps offered several services:

- A base camp headquarters
- Jamboree Unit Food Market
- ServMart
- Medical center
- Three medium-sized stages with sound and lighting—one shared between Agra Fort and Blenheim Palace, one shared between Canadian Rockies and Durham Castle, and one in Fort Jesus.
- Vending machines and some food vendors
- Shower houses
- Recycling facilities and waste disposal

The subcamps also offered several services, as well as free time activities, such as:

- A subcamp headquarters
- An information center with notice boards
- Shower houses
- Lost and Found

- Vending machines
- Listening Ear
- Recycling facilities and waste disposal
- Sports equipment for spontaneous activities

Unit and Campsite Assignments

Each subcamp was divided into neighborhoods with eight to 12 units per neighborhood. All units were assigned a unit site.

A concentrated effort was made to ensure that there was a mix of contingents from different countries in each subcamp. This was to ensure that participants could maximize interaction with Scouts from other countries during their free time and make new friends from other countries. In addition, where there were many units from the same contingent, these were spread out in the subcamp so that they were not close to each other. Another criterion used to allocate unit sites was not to place contingents from the same WOSM region next to each other.

Units of fewer than 40 people were placed together with another small unit or units to form a unit of 40. The criteria used to join units included the contingents being from the same WOSM region and possibly having language, culture, and religious practices in common.

Jamboree-Provided Unit Equipment

Every unit site was provided with three large containers, which included the following unit equipment:

- Participant and unit leader two-person tents
- Cots for participants and unit leaders
- All unit cooking equipment except personal plates, cups, utensils, or other individual eating tools

- Cooler chest
- Garden cart/wagon
- Water carriers and coolers
- All kitchen equipment including cooking stoves
- All cleaning supplies and trash bag frames and liners
- All dining area equipment including dining canopies, frames, and picnic tables
- Camp setup tools
- Gateway materials including eight 8'x2"x2" (2.44m x 5cm x 5cm) wooden poles and twine



A full list of the equipment that was issued is available as a reference document.

Each unit was provided with a propane bottle, and empty bottles could be exchanged for full ones at each base camp. There was a shortage of propane as it ran out much quicker than anticipated because many of the units were cooking three meals a day instead of cooking the two planned meals a day and taking a Summit2Go lunch.

As the Summit Bechtel Reserve is a permanent Jamboree site, most of the equipment was already available through the Arnold Logistics Center. Due to the larger number of participants at the World Scout Jamboree, additional troop kits for cooking equipment and tarps as well as tents had to be purchased.

Unit kits were assembled and stored at the Arnold Logistics Center. Prior to the Jamboree, the kits were delivered on pallets to each unit's subcamp site.

The units were responsible for unpacking the containers at the start of the Jamboree and repacking them at the end. The units were invited to take the tents back to their home country.

Subcamp Program

The subcamps were where the participants lived, met others, developed, and took part in a variety of activities and meaningful moments. Each subcamp had its own rhythm, activities, and style that was supported by the subcamp team, which was designed to:

- Help to establish the subcamp identity.
- Involve participants in relaxed, creative, and fun activities.
- Develop friendships and a feeling of belonging.
- Inform participants of the opportunities available and assist them in finding their way around the site.

There were also plenty of opportunities to participate in various enjoyable activities during free time. These included taking part in sports, playing games, engaging in art and music activities, or sharing a meal or activities from home with new friends from other countries. Not everything had to be an adventure; some participants just wanted to relax and prepare for new opportunities.

In addition to Base Camp Bashes, which were spectacular, high-energy experiences, and open free time, special evening social events were hosted in the subcamps throughout the Jamboree. No evening was the same, and the events were a great way for Scouts to meet their neighbors and make new friends from around the world.



IST/CMT/JPT Housing

Most of the ISTs, CMT, and JPT lived in base camp Ephesus. Due to the high number of registered ISTs, CMT, and JPT, they were housed in either four-person tents or two-person tents. The four-person tents had two bunk beds while the two-person tents had two cots.

Due to severe weather conditions prior to the Jamboree, 1,800 tents had not been set up as early as planned. A team of volunteers working with the Summit summer staff performed an amazing feat of setting up the remaining tents just in time, as most of the ISTs arrived on 18 July.

Housing was arranged for approximately 11,000 volunteers. This was accomplished with 2,200 four-person tents in Ephesus, 460 in the participant base camps and subcamps, 390 two-person tents, and the two bunkhouses (Pigott and Eagles Nest), which had six persons to a room.

NSOs had the responsibility of managing the process of selecting tentmates, either single gender or in accordance with their NSO's housing guidelines. For operational reasons, some IST were housed together as a functional group outside the NSO blocks based on their role. This caused the biggest issues in assigning tents. This needs to be set much earlier in the planning cycle, preferably as part of identifying IST roles.

An unexpected challenge was the early arrivals of USA IST and many small-sized NSOs that were not organized enough to

respond to the assignment tasks. It was surprising to see the number of small contingents whose members traveled independently and had no idea of the number of members in their contingent.

Tents were clearly numbered and set up when the majority of the ISTs, CMT, and JPT arrived, although they did need to set up their bunk beds. Each of the four-person tents housed three to four ISTs, while the two-person tents housed one or two.

There was a challenge in managing the ISTs who arrived prior to 18 July, as the tents were still being set up. This caused significant issues with tent assignments and intransigent ISTs unwilling to move from temporary locations provided to accommodate their unexpected arrivals.



FOOD SERVICE

The 24th World Scout Jamboree Food Service Team consisted of multiple service areas that provided a wide range of food service across the Jamboree site.

537 International Service Team members supported the Jamboree Food Service Team.

These areas were Unit Food Markets, IST Dining, Catering, and Retail Food. To assist with food service operations, the Jamboree selected a single food contractor to handle most food-related business needs. In 2017, Compass/Eurest was selected due to their experience with BSA National Scout Jamborees and their worldwide reach. The contract included areas such as food purchases, bagged ice, kitchen equipment rentals and purchases, back-of-house cooking and cleaning staff, and subcontracted retail food concession stands. Notable challenges included final counts, special dietary forecasts, and special dietary meal costs.

Jamboree Unit Food Market

What did participants have for dinner? It was up to them to decide!

- Over 180 SKUs (stock keeping units) were offered in each market.
- Over 3.8 million items were delivered to the markets.
- 425,000 pounds of food left in the markets at the end of the Jamboree were picked up by the West Virginia Food Bank.

At this Jamboree, each unit picked their own ingredients, recipes, sides, and snacks. Food was not presorted or assigned by day but instead selected by the unit in a Unit Food Market.

Each base camp housed a Unit Food Market except for Canadian Rockies, which had two. Every unit had its own diverse tastes, food practices, and cultures so each market was stocked with a wide variety of meats, grains, vegetables, and fruits to choose from. The operating hours for breakfast and lunch pickup were from 05:30 to 08:30. Dinner pickup occurred anywhere from 15:00 to 19:00. Special hours were offered on arrival day, show nights, and departure day.

Units were free to plan their meals based on anything available in their Unit Food Market. To assist units in their food selections and preparation, a Jamboree cookbook was provided that included sample menus and preparation instructions.

Unit Food Market Points System

To purchase food, each unit received a set number of points each day of the Jamboree. These points appeared on the Jamboree Grubmaster app and were assigned per unit, NOT per

person. Additional points were given on the first day so that units could purchase condiments, spices, and other food staples. Each item stocked in the Jamboree Unit Food Markets had a point value assigned to it, which was deducted from the unit account as purchases were made. Points reset and replenished each day after breakfast at 09:00. To enter the Unit Food Market, Scouts had to present one of the official shopping passes that were provided to each unit and was valid at their base camp's market.

The Jamboree Grubmaster app contained a built-in scanning device that checked the unit into the assigned Jamboree Unit Food Market and was used to self-scan the items for purchase. When scanning, the app displayed the nutritional information and cost of each item. At checkout, a member of the Unit Food Market Team verified and approved the count of items in the unit's wagon. Once approved for checkout, the app automatically sent an email to the unit leader with a full list of items purchased, points used, remaining points balance, and the exact time of purchase.

In order to ensure that Scouts could enjoy their entire day at programs, the Unit Food Markets had a full assortment of nonperishable lunch items that Scouts could easily pack in their bags. Units could also choose to prepare a traditional lunch in their campsite each day. Each market also operated a food return tent where units could bring back unopened, nonperishable food. Some of these items were placed on a "free to take" table or box for units to add to their shopping without affecting their points balance. Each Unit Food Market also provided a wide selection of special dietary items to accommodate allergies, Halal and Kosher diets, and other special requests. In addition, ice was distributed at each subcamp without counting against units' points balances.

IST/CMT/JPT Dining

The primary dining option for IST were three IST dining halls, each assigned by base camp. All dining halls were buffet style and self-service. Participants were welcome to take as much food as they needed from the breakfast lines, dinner lines, fruit and salad bars, dessert bars, and beverage stations. Most meals had multiple options, with the greatest range of selections at the dining hall in Ephesus.

The primary and largest dining hall was in Ephesus. Regular breakfast service was from 05:00 to 10:00 and dinner was served from 17:00 to 22:00. The Ephesus dining hall served 8,000 IST/CMT/JPT each day. The Thomas G. Pigott Dining Hall served 800 IST living in the Canadian Rockies and Durham Castle base camps. The Fork in the Road Diner served 600 IST living in the Agra Fort and Blenheim Palace base camps. A Jamboree-issued dining pass was required to eat in the latter two dining halls.

If an IST was unable to eat a meal during regular hours because of a job-essential matter, a late arrival, or a night show, the Food Service Team attempted to arrange special meal options, which included earlier or later dinner times and, in rare cases, limited meal service delivery.

The IST dining facilities offered products that accommodated Kosher, Halal, made-without-gluten, made-without-nuts, vegetarian, and vegan diets. Some of those dietary options were found in regular dining serving lines, such as vegetarian or vegan. Other dietary options were often provided in sealed meal boxes. ISTs who needed special meals received special identification authorizing them to pick up these meal options daily.

Summit2Go Lunch

Each day after breakfast, ISTs packed their own lunch. Lunch options included many types of protein and nonperishable foods. The Summit2Go lines were located

at each dining hall and were open throughout breakfast, plus an additional 30 minutes. If IST were unable to pick up lunch, they were able to delegate a friend by simply giving them their lunch ticket for that day.

Chat-N-Chew

Located in the center of base camp Ephesus, the Chat-N-Chew offered a vibrant area for ISTs to gather, listen to music, meet new friends, play games, trade patches (in designated areas), catch up on world news, and recharge for the work ahead. Picnic tables, a courtyard, water fountains, a fire pit, power outlets, and large tents made for a fun place to spend time. The Chat-N-Chew also sold foods like pizza, burgers, chicken tenders, and an array of other snack bar fare. Drinks included iced tea, Starbucks coffee, and a full array of Coke and Pepsi products. The Chat-N-Chew also offered a specialty evening meal every night from 18:00 to 21:00. The menu rotated and included several premium dinner choices such as a steak dinner, the popular South Carolina Low Country boil, and several other choices. Coffee service started at 06:00 with selected food options until 23:00. The Chat-N-Chew was completely run by IST for IST.

Catering

The Jamboree Food Delivery Team coordinated food service for special events and special orders. Work involved food delivery of both prepared hot food and prepackaged food to arranged locations at the Jamboree. The team also assisted with special facilities and event planning to support special events at the Jamboree. Events could be sponsored by any Jamboree individual or Scouting-related group and could include participants, ISTs, and even guest visitors. The primary locations for special events were the World Point and Legacy Village reception tents.

Retail Food

There were several opportunities for participants, leaders, ISTs, and visitors to purchase food on-site:

- Snack bars at Scott Summit Center, Legacy Village, and Mt. Jack
- Twenty beverage and snack pop-up stands located across the Jamboree
- Concessionaires in all base camps except for Ephesus
- Vending machines
- International Food Houses in Action Point

International Food Houses

Ten countries—Brazil, Canada, Chile, Colombia, Germany, Italy, Netherlands, Portugal, the United Kingdom, and the United States—operated Food Houses at Action Point to provide the tastes, aromas, culture, and camaraderie of their homelands. The food houses operated from 08:00 to 22:00 daily. Some International Food Houses also hosted special activities and events.

MEDICAL SUPPORT

The Jamboree Medical Services and Emergency Medical Services (EMS) were made up of several types of medical services and facilities as well as a fully functional EMS response and transport system staffed by more than 500 professionals. The medical team prepared for relief of injury and illness. Jamboree medical personnel also worked closely with the West Virginia Bureau for Public Health. All participants, adult leaders, IST, CMT, and JPT completed an online Medical Health History Survey prior to the start of the Jamboree as part of the Electronic Medical Record (EMR) system. The EMR provided a medical record system and a real-time tracking board with up-to-the-minute activity at facilities and location of patients.



Medical support at the Jamboree was organized by level of care, starting with Scout unit first aid and progressing to base camp medical centers, program area medical facilities, and the Jamboree Health Center.

Scouts sought help from their unit leaders for minor illnesses and injuries. The Jamboree Medical and Mental Health Guides were released to NSOs at the Head of Contingent meetings. The guides included suggested items for unit first-aid kits.

Medical Services had 13,479 clinical encounters.

The top five diagnoses were:

1. Sore throat
2. Dehydration
3. Headache
4. Blister
5. Abrasion

Each base camp medical facility provided primary medical support for the residents of that camp. All base camp medical facilities were open 24 hours a day during the jamboree. Services available at each base camp medical facility included triage by a health-care professional, treatment and discharge back to the participant's unit, 24-hour observation unit, rehydration and cooling tent, self-help station, Listening Ear Station, and transport to another medical facility for a higher level of care.

There were program medical facilities in the Summit Center and adventure areas, and medically staffed aid stations in areas where the jamboree program was delivered. These facilities were open during program hours to meet the needs of those who were injured or became ill. They were operated like acute care

facilities and did not provide the ongoing or follow-up care available at the base camp medical facilities.

The Jamboree Health Center (JHC), located in subcamp D1, was a full-service diagnostic, treatment, and triage center with on-site X-ray services. Adjacent to the JHC were the dental, ophthalmology, mental health, pharmacy, and multidisciplinary clinics. For cases that required treatment above the care available at the Jamboree Health Center, the Jamboree utilized Raleigh General Hospital located in Beckley, West Virginia.

Medical Visits

Jamboree Health Center . . .	957
Orthopedic clinic	189
Dental clinic	111
Eye clinic	86

For medical transport, the Jamboree was supported by multiple groups, which included medical team vehicles for non-emergency transportation, field litter ambulances provided by the West Virginia National Guard, Jan-Care Ambulance advanced EMS, and air ambulance helicopters.

Listening Ear



Listening Ear Stations were in each subcamp and at stations in Summit Center. Friendly and trained Listening Ear IST served as an initial source of attention, empathy, and support

regarding emotional issues expressed by participants during the Jamboree. They also provided a preliminary assessment of the nature of any problems and their potential seriousness and, when appropriate, referred participants to available resources (e.g., mental health liaison or chaplain) that could further meet their immediate needs. Included in each base camp medical staff were mental health liaison officers, who were licensed mental health professionals. The Mental Health Clinic provided care for serious personality disorders and psychopathology. There was also a Crisis Incident Response Team available 24 hours a day.

Insurance

As part of the Jamboree fee, insurance was provided for all participants, adult leaders, IST, CMT, and JPT while on the Jamboree site. NSOs were also encouraged to purchase travel insurance policies to provide insurance coverage for their pre- and post-Jamboree travels.

CONTINGENT SUPPORT

Operations

The Operations Leadership Team provided leadership to the development and implementation of operations related matters at the 24th World Scout Jamboree by empowering and enabling the leadership of the Base and Subcamp Operations, IST Experience, Contingent Support, and Jamboree Headquarters teams to deliver their objectives.

The Operations pillar area and team leads were a very diverse group with gender and ethnic balance as well as representation from several countries. All had different backgrounds and experience with various large events and previous jamborees.

Jamboree HQ

The Jamboree Headquarters was in the Pigott Building where each of the four pillars—Administration, Operations, Program, and Logistics—were located.



The Jamboree HQ team welcomed participants and visitors to the headquarters and referred them to the appropriate resources to resolve their issues and concerns. They also provided a 24-hour phone and an open office service with the assistance of Operations duty officers. They were able to solve problems that did not directly concern contingents, while informing the appropriate people of the situation.

The team was instrumental in ensuring that the Jamboree phone directory was up to date, as a number of JPT members and key personnel used their personal mobile phones rather than the Jamboree-supplied mobile phones. In addition, they managed and tracked lost and found passports, lost luggage, and valuable items received from Lost and Found. They also managed and dispatched transportation for the Operations group.

Contingent Support

During the Jamboree, the Contingent Support Team worked closely with the Heads of Contingents and their Contingent Management Teams (CMTs) to make their 24th World Scout Jamboree experience as positive as possible.

The team was responsible for providing support to the NSOs and their

contingents, including postal distribution and lost and found services, and providing additional services to WOSM and Heads of Contingents, providing interpreters, and staffing the World Scout Center as well as Special Needs Services.

A very positive aspect of the team was that it was very diverse, with gender and ethnic balance. Team members represented several countries and had past international jamboree and Scouting experience.

The Contingent Operations Support Team provided appropriate and timely support to the smaller contingents (those with fewer than 30 members), ensuring that they were integrating, participating, and enjoying the event. The name of this team needs to be reviewed, as all HOCs assumed that the team would support them, which was actually out of the team's operational scope.

The Contingent Support Service Desk played a valuable role in receiving questions or issues that a contingent might have, and they were able to triage and forward those to area or team leads who could provide a resolution.



The team was based in the CMT Business Center located in the World Scout Center. The Business Center was primarily for Heads of Contingents and their CMTs. HOCs and CMTs could use the center if they needed to make photocopies, borrow a computer, or check their mailboxes for information. There were also meeting spaces in the Business Center for small, brief meetings.

The Contingent Management Team Lounge was a place with a cozy atmosphere and coffee always available. Team members could play board games or cards, or just relax or network with their colleagues.

Shared office space was made available to contingents that had not applied to run an exhibit and needed space to manage and coordinate their contingent.

Heads of Contingents (HOC) Daily Meetings

A daily briefing for Heads of Contingents was held at 09:30 in the Reception tent. The meetings were led by the Contingent Support assistant area leads and were an opportunity for the Jamboree Planning Team and directors to convey information and for the Heads of Contingents to ask questions. If a question could not be answered at the meeting, an answer was prepared for the following day. Notes from the meetings were distributed later the same day and uploaded to the HOC microsite.

Many good comments were received for preceding the meetings with previously selected contingents providing cultural performances, followed by ice-breaking games, inspirational talks, and daily prayers by a Scout.



The team conducted 10 HOC meetings, which provided time for questions and feedback between HOCs and the Jamboree Planning Team. The team provided three channels for Q&A (via email, in writing, or raised on the floor); extended the Q&A time from 35 minutes on the first day to almost 50 minutes

on the last few days; and provided translation services in French, Spanish, and Arabic.

Contingent Equipment (Containers)

As was the case at past World Scout Jamborees, many NSOs indicated that they would be using shipping containers to send equipment and materials to the Jamboree site in advance of the World Scout Jamboree.



As NSOs prepared to ship containers to the Summit Bechtel Reserve, they were made aware of the following:

- The nearest shipping port was Port of Virginia, Norfolk, 375 miles/604 km from the Jamboree site. Other ports included Port of New York and New Jersey; Port of Savannah, Georgia; and Port of Charleston, South Carolina.
- Shipping containers had to be a standard size of 20 feet in length—no exceptions—and could not require special equipment for loading and unloading.
- NSOs were responsible for:
 - The container while in transit.
 - Meeting U.S. Customs requirements, duty payment, Importer of Record requirements, and bond responsibilities.
 - Having their shipping agent assist them in determining which route and port of entry

was most appropriate for them and in dealing with the associated paperwork.

- Space at the Jamboree site was limited and thus containers were stored in an area that was not near NSO headquarters or camping and food service areas.
- Container management was the responsibility of the NSO and only limited support was available from the Jamboree staff regarding moving materials from the container to where they needed to go.
- At the conclusion of the Jamboree, NSOs were responsible for the packing, sealing, and arranging for shipping of their containers back to their home country. All containers were packed and shipped off the Jamboree site by Friday, 9 August.

Postal Service

The Postal Services Team managed incoming mail and packages from the United States Postal Service (USPS), United Parcel Service (UPS), and Federal Express (FedEx) and delivered them to the base camps and the Jamboree HQ every afternoon.

For participants (youth and adult leaders), base camp HQs sorted and distributed the mail and packages to subcamps, which held these for the unit leaders to pick up later in the day for their participants.

ISTs, CMTs, and others picked up their own mail and packages either from the base camp HQ they were staying in or at the Jamboree HQ office. All these items were sorted according to their NSO identification.

The last day to receive mail was Thursday, 1 August.

Three USPS post office outlets were located at Scott Summit Center, across from The Pools and the Medical Hospital, and at base camp Ephesus. The USPS

had a postal cancellation on all items reflecting the World Scout Jamboree. A special World Scout Jamboree 2019 postage stamp and numbered envelopes were available for sale at the jamboree Trading Shops.

Lost and Found

The function of the Lost and Found Team was to reunite items with their owners. This was done by categorizing the found items and having people come in, describe their lost item, and prove it was theirs (for more valuable items), and then return the item.

Each day, all lost items were delivered from across the Jamboree site to the main Lost and Found Center located near World Point at Scott Summit Center. If the owner was identified, the item was sent to the owner's subcamp. Items that could not be identified were tracked and stored at the Lost and Found Center. Participants looking for lost items could come to the center to look for their item.

Found passports and wallets were delivered to the Jamboree HQ for cataloging and following up to return the item to the owner if located.

The Lost and Found centers were open from 09:00–18:00 every day of the Jamboree. Expensive items like electronics required verification and a signature for release.

After the Jamboree, all lost and found items (clothing, hats, etc.) were donated to a local West Virginia charity. Expensive items like electronics, jewelry, and wallets were sent to the BSA national headquarters in Irving, Texas, where an attempt was made to locate the owner and/or respond to requests about lost items. After 15 November 2019, all remaining items were donated to a local charity.

Lost Luggage

Initially, luggage that was not picked up by participants at baggage claim was

given to Jamboree staff at the airport. These bags were transported on the buses to the Ruby Welcome Center. Some luggage also arrived at the Summit Logistics Operations Center, having been delivered directly by the airlines or other agencies.

This luggage was delivered to the appropriate base camps once the registration staff had sorted the luggage by subcamp based on their database and the information on the luggage tags. Base camp staff or, in some cases, duty officers transported the luggage to the appropriate base camp. Participants picked up their luggage at a location in the base camp determined by the base camp staff. Some base camps were more effective at notifying participants that their luggage was at the base camp HQ.

An issue arose when a complaint was made to the airlines and they would not give the unclaimed luggage to the Jamboree staff. The process then became that the participant and/or IST had to file lost luggage paperwork with the airline authorizing them to give the Jamboree staff the luggage. This slowed down the process considerably.

For future Jamborees, planners may want to consider having a separate lost luggage team and transport vehicle available at the airports on the arrival days. In addition, negotiate an agreement ahead of time with the airlines regarding the release of luggage to the Jamboree staff.

Special Needs Transportation

The function of the Special Needs Services Team was to provide support and transportation to special needs youth (including those injured on-site) to get them to all activities and events. The goal was to enable all special needs Scouts to attend any adventure activity they wanted and all arena shows and be returned to their camp afterward.

The team transported approximately 1,100 youth.

The system was significantly challenged by the high number of NSOs that identified the need for transportation for special needs Scouts or IST either while in transit to the Jamboree or upon arrival onsite, thus making it impossible to adequately plan and access transportation and staffing needs.

Another challenge was that it took a few days as a team to set up a system, as they did not know the resources available and did not know the scope of the special needs requests.

The addition of three wheelchair-accessible buses and drivers from the University of West Virginia and the UWV Medical Center greatly improved the service the team could provide. In addition, the team had two 15-passenger vans that they used to transport those who did not need the wheelchair-accessible vans.



For future Jamborees, planners need to understand the scope of the disabilities of special needs youth and the number of mobility-challenged participants and ISTs and plan accordingly. In addition, provide more information regarding the physical expectations for IST. Make sure they know what the facilities (tents, shower houses, etc.) will be and what the physical demands (long distances and walking up and down hills) will be.

Interpretation

The team provided interpretation and translation support to the Jamboree and the Heads of Contingent meetings in French, Spanish, and Arabic. Interpreters were available 24/7 in person and on call. They interpreted at the daily Heads of Contingent and IST/CMT meetings and translated the minutes. Additionally, they supported the TED talks with translations, provided an on-call service for the medical centers, and provided consultancy for adventure activities with language support and some interpretation for NSO receptions, upon request.

Most of the requests were for Southeast Asian languages, namely Korean and Chinese. The interpreters were generally underutilized for the three WOSM languages, probably due to the prevalence of Spanish speakers across the Jamboree site.

It was difficult to gauge the language skills of recruited ISTs. The team was also very young, and many lacked basic work skills. This put additional pressure on some team members. In the future, NSOs could be requested to recommend potential IST candidates for the team.

IST EXPERIENCE

IST Experience was a new concept introduced at the 24th World Scout Jamboree.

The IST Experience Team ensured that all IST members who attended the Jamboree enjoyed a welcoming, well-planned, and safe environment that enabled them to provide Scouts and Scouters from all over the world an experience of a lifetime.

The IST Experience Team provided training, personal development, clear roles and accountability, flexible work schedules where possible, opportunities to meet and integrate with other Scouters from around the world through a planned program of activities, and the

support necessary to make meaningful contributions to the event while experiencing being a valued member of the International Service Team.

IST members worked hard and fulfilled a vital role in motivating and supporting participants and providing services, program, and facilities. Some roles required long working hours or working at night. IST members ensured that all young people attending the Jamboree left with a wider view of the world, a deeper understanding of North America, and a renewed commitment to Scouting.

When IST were not sleeping or working, the IST Experience Team supported them by providing an all-embracing series of activities that were suitable for all ages. Applying the Scout method, the IST Experience Team promoted activities that included personal choice and development, small groups, challenges, diverse activities, learning by doing, and intergenerational and cross-cultural dialogue.

Although it worked out, it was confusing to some to have different areas (i.e., the IST Experience Team) separate from the base camp team, and then to have four further subcamp teams responsible to the base camp team. There are arguments for having it like this, but at previous Jamborees they have all been one team and that worked well for all to have just one office team to approach for queries, etc. Therefore, we would recommend that there be one team to handle everything related to ISTs, including housing and experience (recreation).

The IST Experience framework should be included at future World Scout Jamborees as it was a real success overall. There were many positive comments from HOCs, CMTs, and ISTs on how much they enjoyed the activities both on-site and off-site, especially having positive things to do in the evenings during their relaxation hours

and on days off. All activities were very popular. The area needs to be away from the sleeping areas and within easy access of all ISTs. If some ISTs are based elsewhere, they need to have access to all the activities. The area could be designed as a plaza with a central open area and activity tents all around for the various programs. This would be the focal point for ISTs in the evenings and keep them away from the sleeping areas.

The IST Office team is a vital part of the IST Experience area and supports the other teams extremely well. Each team—Allocation, On-Site Activities, Off-Site Activities, and Support—is important in the running of a successful experience for the ISTs.

Although the training modules developed by the IST Training Team were useful to some, these should have been communicated through IST newsletters and added to the website under the New World News items. The Educational Opportunities were very well received and should be scheduled in the daytime as well as early evenings to reach more ISTs after work.

IST Support could be developed further to include the Listening Ear within the Quiet Area. They worked alongside each other, which resulted in having two teams dealing with one problem.

IST On-Site Program

All the IST Experience activities were in base camp Ephesus, which was home to almost 7,000 IST. Activities included a cinema, gym, music tent, meet-and-greet tent, Finnish sauna, yoga classes, Rainbow Café, various sporting tournaments (soccer, rugby, basketball, baseball, and others), a quiet tent, and the opportunity to take part in a special award for IST members. There was also a stage for various entertainment opportunities. Due to severe weather conditions, the planned IST welcoming ceremony was canceled, although a final farewell gathering was held on the last night before departure.



The yoga tent with yoga mats, belts, bricks, and blocks was open daily from 06:00–22:00. Sessions with a yoga instructor were held from 06:00–06:30, 08:00–08:45, 18:00–18:45, and 19:00–19:45. This was a very popular activity, with ISTs even taking part on the grass surrounding the tent, as it was not large enough to accommodate all those attending. This tent was also used in the evenings for ISTs to hold meditation sessions or just to chill.

The gym was open daily from 06:00–22:00 with circuit training sessions at 07:00–07:45 and 19:00–19:45. The gym had weight benches, dumbbells, barbells and various weights, skipping ropes, a chin-up bar with support frame, and exercise bikes.

A Meet and Greet tent beside the Rainbow Café, which worked really well, was open daily from 10:00–22:00. ISTs could relax and network with other ISTs. Tea and coffee were available, along with comfortable settees, coffee tables, and table games. The space was a very welcoming area for all. Everybody was welcome at the Rainbow Café to enjoy fun activities, share stories on a story wall, make their own rainbow bracelets, and make new friends.



A dance tent played music and had DJs every evening for all who wanted to “boogie” the night away. This venue was also available for bookings, and several contingents held parties to thank their ISTs for their contribution to the Jamboree.

A cinema showed popular films each evening, with *Mamma Mia* being one of the most popular, with ISTs even singing along in the showers that were alongside the cinema. This tent was also used in the daytime by the Training Team, which provided Educational Opportunities for those ISTs who were free at that time. Unfortunately, other activities outside the tent created a lot of noise, which disturbed the sessions.

The IST Experience area lead also held daily meetings with the CMT/IST coordinators, which was very beneficial in resolving issues.

A Finnish sauna operated by the Finnish contingent ISTs was open daily from 11:00–21:00. This was very popular, and bookings were made in advance by teams and contingents.

Sports equipment was available to ISTs for sports including soccer, rugby, cricket, basketball, volleyball, softball, ping-pong, and Frisbees. These activities were played in a sports field, which was also used as a party field after dusk.



A stage at one end of the sports field was used most days and each evening. Various contingents performed cultural dances, held parties, played music, etc. On some occasions, military bands performed during the day.

The Entertainment Team coordinated all the activities including the stage and managed the dance tent, with the Program Desk overseeing the area and dealing with any issues.



The Badge Trading Team managed the badge/patch trading (swapping), which was very active in the evenings. This was set up around the Chat-N-Chew area. This took a few days to get right as ISTs who were trading kept using the tables in Chat-N-Chew instead of in the allocated area. This meant ISTs buying food and drink could not find anywhere to sit in the venue. Once outside, there was still a problem, as one person would take up a whole table and others could not find seating. Extra tables and better lighting of the area solved some of the problems.

Plans to manage swimming in Lake Tickle had been developed, but due to safety concerns, this was not authorized. Some ISTs did manage to jump into the lake to cool off, however.

The IST Program Team was not able to offer the activities to all ISTs, as over 1,500 ISTs were not housed at base camp Ephesus. These ISTs could not get to Ephesus because of the distance from their base camps and because there was no transport to get them there at the times the activities were available. The team did try to help by taking sports equipment to the other base camps; however, this was not a good solution. In addition, the IST Experience Team did make visits to the Pigott and Fork in the Road dining halls once this problem was identified. An interactive screen was installed in the dining halls to give daily updates and communications to these ISTs.

Another challenge due to space restrictions was that the venues were too near the sleeping areas, so it became very noisy at night and a number of complaints were received from those trying to sleep. Even though the IST Subcamp Program and Chat-N-Chew wound down around 22:00, many ISTs stayed at these venues to talk after the music stopped, and it was difficult to clear the area. Security was not available to assist in clearing the area.

Communicating these activities to all ISTs was limited. The interactive screens could only be used in the office due to a lack of stands. There needed to be a daily online newsletter, which could have been produced by the IST Experience team. Communication on-site to all ISTs is critical to keep all ISTs informed and engaged.

The IST Experience area needed more space as tents were extremely close to each other, especially given the numbers of ISTs attending the area in the evenings. In addition, it needs to be farther away from the sleeping tents to avoid the noise problem. There was a need for the IST Subcamp Program Team and the activities to be up and running when most of the ISTs arrived on 18 July. Once they had done their job-specific training, there was not much for them to do until the participants arrived on 22 July.

IST Off-Site Program

The IST Experience Team offered an IST off-site program, with the opportunity for ISTs to take part in trips off-site on their day off. This program commenced on 24 July and concluded on 31 July. Seven tours were offered each day with 1,363 ISTs taking advantage of the opportunity to visit some of the local areas. Unfortunately, some ISTs were not given a day off by their team leads and so missed out on these trips.



On-site, only an extremely limited number of ISTs were individually invited to try the adventure activities equipment before the Jamboree started. On one evening prior to the arrival of contingents, the pools were opened and more than 700 ISTs attended.

The team advertised the off-site trips online through social media (which took some time to take off), on multiple notice boards and interactive screens, and at the IST Experience office. ISTs registered online or at the office and paid online, which initially was confusing but was later resolved.

Having a team lead who lived in West Virginia and was directly connected with the state was a great asset to the team. He was able to communicate with the West Virginia tourism commissioner and arrange the trips, which really showed off the state at its best. Those who took part in the off-site trips had a great time and very positive feedback was received. River rafting was the most popular trip.

IST Support

The IST Support Team provided a quiet area where ISTs could relax and share their Jamboree experience. The area was located on the edge of base camp Ephesus and, apart from spotting the odd bear, was an ideal place for its purpose. There was a steady flow of ISTs in need of rest and respite during the Jamboree. The area included a large tent with cots and blankets, along with a campfire area complete with a mock fire and comfortable chairs, which was very popular. There was an area lit by

fairy lights where ISTs could write their thoughts down on cards and hang them on the frame, which also was extremely popular. Liaising with the Listening Ear worked well.

Superstar Award

The IST Superstar Award proved to be popular as the Jamboree progressed. However, the awards system did not work as well as expected. Many ISTs were unclear of the criteria for the award, even though they had been advertised. The IST Experience team had so many inquiries in the first few days that an inquiries desk was set up near the Quiet Area to deal with questions. Toward the end of the Jamboree, ISTs who had completed the criteria were very unhappy, as they did not receive the award. There were 3,000 of these awards, which proved to be insufficient for the demand, and supplies ran out before the end of the Jamboree.



One of the criteria for the award was to show up to work as scheduled, with a failure to do so disqualifying the IST for this recognition. This meant that the IST Superstar Award was a valuable symbol of one's service to the Jamboree.

Work/Skip Management

The IST Support Team liaised well with the IST Allocation Team by following up with those IST who did not show up for work. In most cases, the reasons ranged from illness to ISTs not knowing where to report for work, with language barriers contributing to this.

The Jamboree relied on the dedication, enthusiasm, and ethics of all IST. Those who skipped work affected the

participant experience and opportunities for personal development. It was expected that all ISTs attend their assigned work position, at the right time, each day. ISTs were informed that failure to attend work would cause a loss of privileges and referral to their NSO. The IST Support Team enforced the Work/Skip Policy and ensured that ISTs were meeting their commitments to themselves and each other.

One aspect that the team could have worked harder to understand was the cultural traditions and sensitivities of the nationalities of those attending as IST. Some research could have been undertaken to better understand the ways in which IST from different countries are used to operating and working. This would have been especially valuable in relation to the IST selection process and defining the working hours of IST.

ISTs that had issues with their assigned role could visit the IST Allocation desk at base camp Ephesus HQ to discuss and resolve the matter. In most cases, the issues related to ISTs not having been contacted by their team leads prior to the Jamboree, even though most team leads knew who their allocated ISTs were through the IST selection process. In some cases, the ISTs did not know where or who to report to for their job and related training, and there were language issues on some teams as only English was being used to communicate. Changing a role should only be for medical or safety reasons; however, there could be safety concerns when there are language issues.

Future Jamboree planners should continue the process of ISTs being able to select their role in advance and receive details of the job prior to arrival at the Jamboree. Ensure that the team leads contact the ISTs to make sure that the IST can do the job and orient them to the role. The ISTs need to have knowledge

of who their team lead is and where and when to turn up for job-related training on-site.

Chat-N-Chew



Between the main meals at the dining hall, ISTs had a place known as the Chat-N-Chew to relax and grab a quick bite to eat. Located in the center of base camp Ephesus, the Chat-N-Chew offered a vibrant area for ISTs to gather throughout the day to listen to music, meet new friends, play games, trade patches (in designated areas), catch up on world news, and recharge for the work ahead. Picnic tables, a courtyard, water fountains, a fire pit, power outlets, and large tents all made for a fun place to spend time and relax.

Chat-N-Chew was festively themed like an old mining camp store and tents were decorated with flags from different countries and past jamborees. Several food options included pizza, burgers, chicken tenders, and an array of other snack bar fare. Drinks included iced tea, Starbucks coffee, and a full array of Coke and Pepsi products. For the hottest days, there was ice cream too!

The Chat-N-Chew offered specialty evening meals every night from 18:00–21:00. The menu rotated and included several premium dinner choices each night, including a steak dinner, the popular South Carolina Low Country boil, and several other choices. The Chat-N-Chew sold tickets for these specialty dinners days in advance, ensuring that the right amount of food was prepared.

The regular food court was still available at the same time for those who had not purchased a specialty dinner meal ticket.

The Chat-N-Chew was completely run by volunteers. Special programs were hosted that included trivia, karaoke, and dancing, along with impromptu music and dance by several contingents' ISTs, making the area very festive and lively.

The Chat-N-Chew's hours of operation were extensive. Coffee service started at 06:00 with selected food options until 23:00. The full menu was available from 11:00 until 21:00 and wound down until 22:00. The food court closed and the music wound down around 22:00, but the lights stayed on all night. As mentioned previously, there were noise issues almost every night due to the proximity to the sleeping areas. Many of the ISTs lingered after hours and it was difficult to clear the area.

EMERGENCY MANAGEMENT

The Emergency Management Team was responsible for the overall safety and wellness of the participants, unit leaders, ISTs, and visitors attending the 24th World Scout Jamboree. Vital functions performed by the Emergency Management Team included communications, youth protection, safety Stewards, and Rescue/EMS.

All teams worked 24/7 shifts during the Jamboree. The number of IST staff allocated varied over time. The number of working hours did vary, especially with events such as the stadium shows.

The Emergency Management area had the huge advantage of having the Summit's Health and Safety director embedded in the team as assistant area lead, which was a primary success factor. The benefits of this included planning, as well as local knowledge and contacts.

Prior to and during the Jamboree, an emergency planning and coordination team coordinated tabletop exercises as

part of the planning process with the Jamboree Planning Team.

The team also included a radio communication expert and the Safe From Harm coordinator.

The Safe From Harm coordinator developed a mandatory Safe From Harm Training course. This was provided as online training modules and implemented by the IST Training Team. During the Jamboree, the Safe From Harm Team responded to Code of Conduct incidents. The BSA's Scouts First Team reinforced the Jamboree's Safe From Harm Team closer to the Jamboree. Such additions to the Jamboree Delivery Team need to be coordinated in advance to be efficient.

Crisis Management training may be one of the more difficult challenges, due to the scale and complexity of the event. This deserves high priority and time allocated early in the planning process.

Jamboree Communications/Coordination Center

The Jamboree Communications/Coordination Center (JCC), located in the Pigott Building (Jamboree HQ), served as the main communication hub "eyes and ears" for the Jamboree. The JCC monitored and coordinated Emergency Management activities 24/7, with visual monitoring, dispatch, and notification of issues requiring the specific attention of key service providers. The JCC operated around the clock from three days prior to arrival until after the departure of participants, unit leaders, and ISTs.



The JCC operation integrated with the dispatchers who were Summit staff in the Summit Operations Center (SOC), located at the Scott Visitors Center. The SOC dispatched Stewards and Rescue/EMS personnel and cooperated with the coordinated 911 dispatch center. JCC was the link to the Jamboree liaison at the Joint Interagency Task Force. It would have been better to have the JCC and the SOC dispatchers located in one area rather than at two very distant locations on-site.

Technology and a highly dedicated and skilled team of JPT and ISTs provided constant oversight and performed very well. The challenge was the location of the JCC, which was in the larger room of the Jamboree HQ. It is essential that a Jamboree Communications/Coordination Center have designated rooms to provide a quiet environment for emergency and crisis management. Having it in the Jamboree HQ has its advantages but requires great discipline regarding access and noise levels. There was constant disruption by nonessential persons who were in the room for other business.

Communications with agencies and dispatch were sometimes confusing when a call came into the wrong location and was not forwarded to the JCC for proper dispatch.

Emergency Medical Services (EMS) and Rescue

The Emergency Medical Services (EMS) and Rescue Team provided on-site support for injured, lost, or endangered persons at the Jamboree. Once a person was located and secure, the team provided necessary medical attention until the medical team arrived or the person was transported to a medical tent for more specialized care.

Their operations were located at base camp Ephesus where training and daily briefings were conducted. EMS and Rescue had teams covering the entire Jamboree site, depending on where activities and events were taking place.

For the stadium shows, a command post was set up at the top of the arena, close to the Medical Tent.



A challenge that was continually encountered was that the dispatch team in the SOC managing the “active 911” needed to take the time to get more specifics regarding the emergency calls. Dispatchers did not differentiate between emergency and non-emergency calls, which caused response delays. There needs to be improvement in the SOC’s capabilities (i.e., improved training and drills for dispatchers and any call takers prior to going live). EMS and Rescue should always have had a liaison officer in SOC. Another challenge was a lack of people who were very familiar with the Summit layout in order to locate injured persons.

There needed to be more coordination between the EMS and Rescue Team, Mount Hope Fire, and the military. They were all trying to accomplish the same goal within the Summit with different ideas on how to accomplish it and with varying degrees of willingness to compromise. It would have been useful to combine these three teams under the leadership of the Mount Hope Fire paramedics who had the skills and knowledge of the terrain with the human resources of the EMS and Rescue Team and military paramedics.

Stewards

The Stewards, located at base camp Ephesus, were a support team that, if necessary, had the ability to provide security and enforcement. Stewards performed several duties including

crowd control, store security, and routine patrols. They also assisted local law enforcement with issues and investigated on-site incidents that did not require law enforcement, in addition to other duties.

The number of IST allocated to the Stewards, and indeed the number that showed up to work, were far below the numbers required to provide effective service.

The Stewards contributed to the security of the Jamboree and had a visible presence on the Jamboree site (base camps, subcamps, and Centro Mondial), at the visitors parking area at the Ruby Welcome Center, at all the entrance gates of the Summit, and in the Jamboree Trading Shops. However, not having adequate ISTs allocated to the Stewards team hindered several areas where Stewards had been requested to provide security and crowd control. The expectations related to Security and EMS were much higher than could be supported.

Joint Task Force and Joint Interagency Task Force

The Joint Task Force (JTF) and the Joint Interagency Task Force (JIATF) were the liaison between the 24th World Scout Jamboree and agencies from local, state, and federal governments supporting the Jamboree. The team was located both on-site in the Ephesus base camp and off-site across from the Summit at the West Virginia National Guard Armory. More than 30 civilian agencies were represented, as well as all branches of the U.S. military.

The JIATF planned and managed the Arrival Operations Center at the Ruby Welcome Center during contingent arrival and were operational from 08:00–24:00.

The JIATF also provided daily situation reports and weather updates.

Weather

The National Weather Service (NWS) had an on-site presence to ensure accurate and timely weather information was available to Jamboree decision-makers. NWS provided a daily forecast as well as real-time monitoring and updated the forecast every one to three hours depending on changing conditions. NWS provided weather watches to prepare the Jamboree Management Team for what was to come and issued weather warnings when the severe weather became imminent.

In the event of a sitewide emergency, an announcement with directions for visitors, participants, leaders, and ISTs was made on the public address system (large towers located in all base camps), the Jamboree app, and staff radios. The Jamboree Communications/Coordination Center was responsible for receiving and communicating the acute weather conditions to the entire site through the Summit Operations Center. Over the course of the Jamboree, several weather watches and warnings were issued, mostly due to lightning and severe thunderstorms. Some events were canceled due to lightning.

Fire Marshal

Fire marshals, fire inspectors, etc., are a rare commodity in the Scouting community. This is a very specialized service, and volunteers with enough professional experience and credentialing are very difficult to recruit. Therefore, all team members were BSA Scouters who had the experience and credentials.

As the team's function is essential in public safety operations, the team should be moved to Logistics and Emergency Management rather than Administration Operations.

The Fire Marshal Team used the Fiix system to file work orders for violations cited and to track status and completion.

One senior assistant fire marshal was assigned to the Centro Mondial operation early in the planning stages in order to work with the teams to identify and resolve design issues prior to the tent contractor setting up the large tents. The Master Tent Index served as a good resource to plan the scope of inspection work.

The Mount Hope Fire Department provided fire suppression resources to the Jamboree. The contract with the Mount Hope Fire Department should be expanded to include a dedicated supervisor. (During the Jamboree, that role was filled by an active fire officer.) The supervisor was needed as an integral part of planning and coordination and therefore should not be just part of a crew on call.

Communication with the West Virginia State Fire Marshal's Office was excellent using the Statewide Interoperable Radio Network (SIRN) radios. Over the years, personal and professional friendships have developed between the state, local, and Jamboree fire service resources, which was a big part of the success.

LOGISTICS SUPPORT

Internal Transportation

The Jamboree site was huge, and with so many places to go, organized transportation was the key service to keep the Jamboree running. However, while buses could take people to specific activities, service projects, or high-adventure sites, the primary mode of transportation for everyone was walking. The Jamboree had made arrangements for those requiring transportation due to special needs.

As the Jamboree site was hilly, full of gravel, and had limited trail capacity, to ensure safety, no form of wheeled transportation (bicycles, unicycles, skateboards, skates, scooters, etc.) was permitted at the Summit outside of program areas. The most important mode of transportation at the Jamboree was

“foot power”—walking. There were various trails for everyone to get to most of the activities and key locations.

Daily Shuttle Service



During the Jamboree, the Transportation Team had organized three daily loop shuttle services for participants to get to Adventure Valley, Thrasher Mountain, and Summit Center. The participant shuttles transported Scouts who wished to visit these outlying areas. These shuttles ran on a continuous loop, all day every day of the Jamboree.



For ISTs, a shuttle service operated every morning to transport staff from Ephesus base camp to a stop that was closer to their program areas. In the evening, the shuttles reversed direction to bring staff from the designated bus stop near their work locations back to Ephesus. Each member of the IST, JPT, CMT, and others who had shuttle privileges were given a waterproof fabric wristband that corresponded to the route color that shuttled them to their assigned work

location. The bus stops were marked with appropriate signage that stated the name of the shuttle route, with the color of the signage corresponding to the color of the wristband.

Motor Pool



The Jamboree Motor Pool managed over 127 vehicles, which had been leased from several car and truck rental companies. These included SUVs; 7-, 12-, and 15-passenger vans; cargo vans; 4-door pick-up trucks; 3/4-ton cube trucks; and 12- and 26-foot box trucks. The vehicles were assigned to the four pillars and their areas and teams based on authorization from the pillar director.

Vehicle	Quantity
SUVs	20
7-Passenger Vans	10
12-Passenger Vans	5
15-Passenger Vans	30
Cargo Vans	6
Full-Size Cars	5
Suburbans	6
4-Door Pick-Up Trucks	34
3/4-ton Cube Trucks	3
12-foot Box Trucks	5
26-foot Box Trucks	3

The motor pool also managed and coordinated 214 UTVs (utility task vehicle) or a ROV (recreational off-highway vehicle), which included two- and four-seater UTVs, some of which had cargo beds, and 40 ATVs (all-terrain vehicles). These were assigned to the different

areas and teams. For staff to drive a UTV or ATV, they had to have completed an online recreational off-highway vehicle course.

The motor pool managed two fuel tanks, each handling regular gasoline and diesel fuel. These were available to fill up the various vehicles on-site. In addition, there was a vehicle maintenance team that provided on-site basic maintenance including fixing any flat tires.

Parking

To reduce parking congestion in heavily trafficked areas, the 24th World Scout Jamboree implemented a series of designated parking areas. All efforts were made to restrict vehicle parking to these areas. The Security team was responsible for monitoring parking compliance.

Private vehicles had to park at the staff parking area at the Ruby Welcome Center. Shuttles ran from the Ruby Welcome Center to base camp Ephesus at regular intervals from 07:00 to 22:00 beginning Wednesday, 17 July, and continuing throughout the Jamboree until 3 August.

Logistics Center

The Summit’s massive Arnold Logistics Center (ALC) is a high-density storage warehouse system handling all supplies for Scouts. The 75,000-square-foot facility handled all items coming into and out of the Summit and was the nerve center for all supplies for the 24th World Scout Jamboree.

The 12 full-time staff, supplemented by 20 seasonal workers, received, assembled, and delivered supplies to over 6,600 locations around the 10,600-acre Jamboree site. Supplies were piled five rows high in 13,000 bays. Over the three months leading up to the Jamboree, 35,000 pallets had been delivered to campsites, Centro Mondial,

and the adventure areas. The preparation of the unit equipment began in earnest in March 2019 and the 810 unit sites were all supplied by the end of June 2019.

After the Jamboree was over, the ALC staff brought everything back to the ALC and began cleaning, inspecting, fixing, re-inventorying, repacking, and storing items for future Jamborees and high-adventure activities. This “recovery” process takes six months or more.

The Logistics team used Fiix, a computerized maintenance management system, to manage work orders, requests for equipment, and replenishment of supplies as well as schedule and track maintenance activities. The system kept a detailed record of the work they had performed. The team was very good at responding to the Fiix tickets (requests) regarding inventory management and maintenance support. The challenge they had was that during the pre-Jamboree pod deployment, some of the pods were empty and incomplete because some of the supplies had not arrived or were not added to the pods prior to deployment.

The Fiix system enabled the team to deliver the supplies and materials from the ALC to the needed location in a timely manner. This type of delivery system prevented volunteers from having to procure materials themselves. There were challenges in the timing of the delivery and communicating that the items had been delivered.

The BOM (Bill of Materials) process was used to identify, source, and order all supplies and materials required for an area or team, which enabled the Jamboree to realize the greatest cost savings possible. The assembling of items to prevent multiple small purchases, the ability to match against existing inventory in the ALC to prevent duplication of purchases, and having a coordinated purchasing program and person to control the spending worked well. A change in personnel, lack of communication with the ALC regarding

existing inventory, and volunteers not using the system correctly (over-ordering in anticipation of not getting what was requested) caused several difficulties.

A critical look should be taken at utilizing the BOM process for procurement and perhaps a different software package used to control the roll-up of materials. Volunteer input should be compared to past Jamboree actuals and larger variances should be justified prior to purchase, including a system to accurately verify inventory and compare the requests.

Sanitation

Showers and Toilets

There were 336 shower houses in the base camps, with flush toilets, ambient temperature showers, and cold-water sinks with mirrors. Each shower house contained at least one squatting toilet. Personal bidet bottles were available.



Supplies for the showers and toilets were resupplied daily and an external contractor cleaned the facilities daily. The subcamp maintenance team managed simple maintenance such as a drain or toilet being clogged. Feminine hygiene products were discarded in small cans placed in the toilet stalls of the shower houses assigned to females.

All the gray water from the shower houses went through a recycling system that filtered shower and handwashing water for use in flushing toilets. Black water ended up at the permanent

Summit wastewater treatment facility, which includes a 14 million gallon (53 million liter) equalization pond with 11 million gallon (41.6 million liter) operation capacity and a maximum treatment rate of 96,000 gallons (363,400 liters) per day. The water was cleaned and used to irrigate forest areas.

Portable toilets were located at Centro Mondial, World Point, Global Development Village, the International Food Houses, Action Point, and the adventure zones and were maintained by a servicing contractor.

Water



The Summit Bechtel Reserve has 8 million gallons (30.3 million liters) of water storage on-site. Across the Summit, there were plenty of water bottle filling stations. There was a water faucet at the back of each shower house where participants could get potable (drinkable) water.

Sustainability

The 24th World Scout Jamboree was committed to sustainability, and the Summit Bechtel Reserve was built to be among the world's most sustainable Scout centers. Among the many sustainable features at the Summit were:

Energy: The buildings at the Summit were designed to use 30 percent less energy than conventional structures. The Summit has also made investments in on-site renewable energy generation, including geothermal wells, photovoltaic solar panels, and wind turbines to reduce operating costs.

Water: Recognizing its role in protecting the New River, the Summit uses a network of 60 acres of swales and rain gardens to treat runoff by filtering it through plants. The Summit also employs gray-water systems, low-flow fixtures, and composting toilets to reduce water use by two-thirds.

Materials: The Summit is committed to thrifty and resourceful use of materials. Timber was salvaged for reuse in structures, while other materials were sourced from within 500 miles of the project to reduce emissions.

Habitat: A full 10 percent (1,060 acres) of the site's most ecologically valuable land has been dedicated as a nature preserve. The Summit has planted over 60,000 Appalachian hardwood trees and established native grasses on campsites to restore wildlife habitat. Scouts had the opportunity to explore the McAllister Family Sustainability Challenge Trail and the Sustainability Treehouse at the Scott Summit Center to learn more about sustainability.

Green Team

The 24th World Scout Jamboree was committed to ensuring that sustainability was a major focus for the Jamboree and that great effort was put into making the Jamboree a "greener" event.

All units and ISTs followed the Jamboree Recycling Plan. Each unit set up a "unit recycling center" using two supplied plastic bags to separate recyclables and trash daily. The units hauled these in the unit wagons to the base camp recycling centers twice a day—after breakfast and after dinner.

Large cardboard boxes were broken down flat and transported in the wagon to the base camp Unit Food Market for storage.



Dumpsters were located at each base camp's recycling center. Each dumpster had a sign to designate what to place in it—one for mixed recyclables, one for general trash and solid food scraps, and one on stand-by.

A separate container located in the base camp recycling centers was made available for receiving batteries, ink cartridges, light bulbs, etc., and was kept separate from mixed recyclables and trash.

ServMarts

The ServMart was a large tent that housed non-food materials and supplies to support units and participants. ServMarts were strategically located at each base camp and managed by the base camp team. These were open from 06:30–13:00 and from 16:00–19:00. The hours were adjusted depending on participant usage.

Some of the items provided by the ServMart included cleaners, replacement items for unit equipment, and repair kits. Damaged or defective items were returned to the ServMart for repair or replacement. The ServMarts also had containers for recycling of batteries and printer cartridges.

Signage

At the Summit Center, a large gateway sign welcomed everyone to the 24th World Scout Jamboree.



Large, rectangular street signs were posted near major intersections. They helped vehicles get to major locations. Scouts could walk carefully on the sides of roads; however, some roads were totally off-limits to pedestrians for safety reasons. Large maps were posted at critical intersections, and there were always helpful volunteers along the way to assist lost participants.



Trail signs on shorter posts were positioned along walking paths. Each one highlighted the trail number, the path difficulty, the distance (in miles), and a list of places the path led to. Trail difficulty was marked by a green circle (EASY), a blue square (MEDIUM), or a black diamond (HARD). Very few trails had black diamonds, and those were so marked because of grade, distance, terrain, and elevation. Participants could use their pocket map and smartphone to determine the fastest and most comfortable path to their destination.



All base camps, subcamps, exhibits, large tents, and program areas had signs posted to indicate what they were.

Technology



Wi-Fi Connectivity

Prior to the 2017 National Scout Jamboree, AT&T boosted cell coverage at the Summit Bechtel Reserve. Scouts could now get added wireless capacity and coverage throughout the site. The expanded coverage with an upgraded Distributed Antenna System and Wi-Fi network provided participants with faster speeds and boosted reliability to

share once-in-a-lifetime moments. This expansion included the Ruby Welcome Center, the Jamboree Health Center, and additional activity areas.



Thirteen cell towers provided free Wi-Fi internet access across much of the Summit Bechtel Reserve. Coverage areas included base camps, participant tent locations, program areas, and administrative centers. Wi-Fi coverage was also available throughout Centro Mondial at Summit Center, Action Point, AT&T Stadium, World Point, and other activity sites. For the Jamboree, additional Wi-Fi access towers and access points were added to the stadium area to enhance participant experience during the stadium shows. In all, approximately 1,600 access points were installed. There were separate networks for program delivery and other Jamboree services.

There were 48 AT&T stand-alone charging stations located across the Jamboree site, mostly around activity venues near subcamps, where participants could charge cell phones, tablets, and portable computers. In addition, standard plug outlets were available at orange power stations near unit campsites, program areas, and other Jamboree facilities.

Despite having more charging stations than ever before, keeping mobile devices charged was a challenge for all participants. The challenges included availability of the charging stations as more people now have mobile devices. Another was the very low speed with which the devices charged. It took

longer to charge a device and so a participant would need to wait to charge their device, which resulted in missing activities. In some cases, this resulted in theft, as participants would leave their devices to be charged, only to return later and find their devices missing.

Radios

800 TRBO radios (two-way radios) were used on-site mostly in base camps, subcamps, and program areas including adventure zones, Centro Mondial, World Point, World Scout Center, Global Development Village, and Action Point, as well as for all other non-emergency communication. Another 454 West Virginia Statewide Interoperable Radio Network (SIRN) radios were provided by the West Virginia National Guard. The SIRN radios were primarily used by emergency services during the Jamboree.

Mobile Phones

Cellular 4G LTE service provided by AT&T was available across the Jamboree site. This service also filled in the gaps where Wi-Fi was not available.

AT&T provided 2,000 cellular 4G SIM cards for 2,000 rented iOS-based mobile devices. IT/COM rented, configured, and installed cellular SIM cards in 975 iPhones. These devices had the ability to only place and receive calls and browse the web. In addition, the IT/COM Team loaded a set of approved common apps upon request.

The mobile phones were the principal means of communication and were supplied to all four pillars area leads and team leads. Many Jamboree Planning Team members chose not to use the Jamboree-supplied mobile phones but instead used their personal cell phones.

Tablets and Computers

600 laptops were provided to various areas and teams with Microsoft Office preinstalled; 125 of those laptops were a donation from Cerner, one of the medical vendors for the Jamboree. In addition, AT&T provided 1,000 iPads.

150 ink and laser printers were provided. In most cases, the printers were shared between areas and teams working near each other.

Except for several computers at the Media Center where a wired network was used, most PCs connected wirelessly through the extensive Wi-Fi environment available throughout the Jamboree site.

RETAIL OPERATIONS

New World Market

The official online store of the 24th World Scout Jamboree, New World Market, opened 18 months prior to the Jamboree. The store featured Jamboree branded shirts, hoodies, outerwear, hats, souvenirs, gifts, and more. Global shipping was available for all purchases. The online store also featured a custom IST shop where individual Jamboree teams could order custom merchandise. After the conclusion of the Jamboree, the New World Market sold a limited number of remaining items at a reduced price.

Jamboree Trading Shops

On-site, there were three Jamboree Trading Shops, located in the Gateway Village, Legacy Village, and base camp Ephesus (for IST/CMT/JPT only). Items available included apparel, camping gear, souvenirs, flags, emblems, name plates, electronics, personal care items, sleeping gear, lighting, knives, bags and packs, cooking equipment, and drinkware. Daily specials, items from the three host NSOs, and items from the World Scout Shop were also available. The Ephesus trading post also sold tickets for the optional IST recreation activities that required a fee.

One unique aspect of the Jamboree merchandise plan was the official Jamboree Friendship Tartan, which was registered with The Scottish Register of Tartans. Numerous souvenir and clothing items were produced using the official tartan. The colors are red, white, green, blue, purple, and yellow:

- Red, the base color of the tartan, appears in all three host country flags. It represents fire and blood and is associated with energy and strength.
- White appears in all three host country flags and the WOSM logo and is associated with light, goodness, and purity.
- Green, the color of nature, symbolizes growth, harmony, and Scouting's commitment to the environment.
- Blue, the color of the sky and sea and another link to the environment, symbolizes trust, loyalty, wisdom, faith, and truth, all elements of the Scout Law.
- Purple represents WOSM and its worldwide membership and is associated with wisdom, dignity, independence, creativity, mystery, and magic.
- Yellow represents sunshine and is associated with joy, happiness, intellect, and energy.



Banking

All transactions on-site were conducted in United States dollars (USD). There was NO on-site currency exchange offered. Jamboree Trading Shops, snack bars, and food houses accepted cash (USD), as well as all major credit and debit cards: Visa, Mastercard, Discover, Plus, Cirrus, and others. ATMs were located at all

Jamboree Trading Shops. In addition, an on-site banking operation was provided to support NSOs and NSO Food Houses with daily deposits and change service. Banking services were also provided to the Jamboree Trading Shops and retail food operations.

Mobile Phones

AT&T, an official partner of the Jamboree and Summit Bechtel Reserve, was on-site during the first half of the Jamboree to assist with mobile telecommunications needs. AT&T operated a kiosk near the Tillerson Leadership Center and provided SIM cards with voice/data plans and prepaid phones.

Retail Post Office

The United States Postal Service offered three retail on-site postal locations during the Jamboree. These were at Summit Center, base camp Ephesus, and Delta Pass road across from the West End. Participants could purchase stamps, postcards, and boxes for shipping across the globe. A special postmark for items mailed from a Jamboree postal location was available.

ON-SITE COMMUNICATIONS

Public Relations

The public relations teams focused on three distinct areas: Crisis Communications, On-Site Media Relations, and Photo/Video.

Crisis Communications

The Crisis Communications Team managed crisis issues for the World Scout Jamboree, including mitigating negative media coverage before, during, and after the event. This role included providing counsel to World Scout Jamboree leadership and working very closely with WOSM. The team's goal was to respond to any crises in a timely and effective manner with the relevant audiences. If a crisis had occurred, the crisis team would follow an established

incident command protocol to make sure the correct parties, which could have included a specific NSO, were notified and part of the response team.

- There were 277 print and online article placements that had 899 million impressions.
- There were 1,371 broadcast stories with a total viewership of 6.1 million.

On-Site Media Relations

The mission of the On-Site Media Relations Team (which included international media team members) was to credential, transport, and escort representatives of external print, radio, broadcast, and internet media outlets, as well as assist in the development of stories by those outlets. In addition, they were often tasked with assisting and managing VIP-level media and public relations events such as public appearances by the BSA Chief Scout Executive; West Virginia Gov. Jim Justice; Joe Manchin and Shelly Moore Capito, West Virginia's United States senators; and speakers such as International Space Station commander Mike Fossum and Bear Grylls. Additionally, they selected, approved, and managed on-site press coverage of arena shows including monitoring and enforcing rights and clearances with copyright protected images, video, and audio.

The Jamboree Flickr site had 11.3 million views.

Photo/Video

The Photo/Video Team was tasked with capturing and recording the sights and sounds of the Jamboree. A dedicated team of IST, many with a professional photo/video background, covered the

Jamboree site. An official Flickr page was used as a repository. Photo/video assets were made available for internal communications, external media, and NSOs. To view Jamboree photos and videos, visit <http://shorturl.at/ruDLM>.

Newsletters

As part of the Jamboree communications plan, daily newsletters were emailed to participants, adult leaders, and IST/CMT/JPT. The newsletters contained relevant facts for the day and highlights from previous jamboree days.

There were over 1.1 million views of the livestreams.

Livestreams

Each morning and night a live news show was broadcast across the Jamboree site and around the world. These humorous programs recapped the current day's events, featured special guests and weather reports, and previewed the next day's activities. The livestream was also carried on Jamboree social media channels. Members of Dream Team 2 served as anchors for the livestream broadcasts.

The Jamboree app was downloaded on over 50,000 unique devices.

Jamboree App

The primary communication tool of the Jamboree was the Jamboree app. The app included the latest updates, maps, schedules, and more. The app also helped participants make decisions about their day by giving wait time estimates, distances, and activity options. Another feature of the Jamboree app was the integration of Novus, the Jamboree wide game. Through the app, participants

could track their daily check-ins, personal connections, and badges they earned. The Jamboree app was available on the Apple App Store and Google Play store.

VISITORS

Day Visitors

Day visitors were an important part of the Jamboree program and experience. Many visitors had a connection to Scouting or the local community and were eager to see the Jamboree in action.



Nearly 17,000 day visitors came to the 24th World Scout Jamboree to experience the Jamboree for a day. The visitors were predominantly from the United States but also from Canada, Mexico, and other parts of the world.

Day	Visitors
24 July	1,924
25 July	2,719
27 July	3,314
28 July	2,337
29 July	3,303
30 July	2,053
31 July	1,327
Total	16,977

The Jamboree was open to day visitors for seven days during the Jamboree beginning Wednesday, 24 July, and ending Wednesday, 31 July. No visitors were on-site on Friday, 26 July, due to the

Cultural Celebration Day. Tickets were sold online with single-day tickets only valid on a specific day. An adult single-day pass (age 14 and older) was US \$55 and a youth single-day pass (ages 6–13) was US \$30. There was no charge for children under 6 years old.

Day visitors began their experience at the J.W. and Hazel Ruby West Virginia Welcome Center, located in Mount Hope, West Virginia, on U.S. Highway 19. The Jamboree did not provide transportation to the Ruby Welcome Center or housing for day visitors. All day visitors parked their vehicles at the Ruby Welcome Center and boarded motor coaches that took them to the Jamboree site and returned them to the Ruby Welcome Center at the end of the day. Tickets were also available for sale at the Ruby Welcome Center if they had not been purchased in advance. However, the number of visitors was limited each day, and reservations were strongly encouraged to avoid disappointment.

Visitors were issued a wristband, which allowed them to board the motor coach following a brief check-in process and security screening. Each motor coach had a member of the Guest Services Team onboard who shared important and useful information to make the Jamboree visit more enjoyable.

Visitors were able to visit Summit Center, which was bustling with activities shared by Scouts from all over the world, learning and experiencing the adventures of world Scouting globally. Day visitors were not allowed to visit the base camps, subcamps, or program areas outside the Summit Center, and could only observe at the participant venues within Summit Center.

Visitors were able to visit the Jamboree Trading Shops, International Food Houses (where food was available for purchase), snack bars, information booths, toilet facilities, and water filling stations to fill their water bottles. Patch trading, meeting Scouts and Scouters from around the world, and making new friends happened here.

Several areas at the Summit Center where visitors could get involved were the Global Development Village, Centro Mondial, World Point, and World Scout Center. These were uniquely World Scout Jamboree experiences as they brought together Scouts, leaders, and leading experts from across the globe. These areas had exhibits, performances, workshops, activities, and music throughout the day. Centro Mondial included North American Dream (the New World); Faith and Beliefs; and Living in the 21st Century. Visitors could also visit the Sustainability Treehouse, a truly unique treasure found only at the Summit Bechtel Reserve.



World Point was a focal point of energy, excitement, and activity. Scouts from around the world presented their unique cultures and traditions as well as what we have in common. The stages offered music, dance, and cultural experiences that changed throughout the day. Many National Scout Organizations had exhibits set up so visitors could experience the world of Scouting.

Visitors could also explore and walk across the CONSOL Energy Bridge and see the Jamboree participants enjoy the Boulder Cove climbing area, BMX and mountain biking center, skate boarding, canopy tours, challenge courses, and other programs that took place at Action Point. Due to the number of Jamboree participants, visitors could only observe these activities.

Visitors could access the extensive Wi-Fi and cellular service on-site to stay in touch and post their pictures and videos on social media.

A visit to the 24th World Scout Jamboree was a once-in-a-lifetime experience.

Special Guests/VIPs

Contingent Guests

As at past World Scout Jamborees, many contingents invited senior representatives from their National Scout Organizations and their embassies in the United States to visit them at the World Scout Jamboree and see it in action. About 481 special guests of contingents visited the Jamboree.

An online special guest credentialing and registration system had been set up to allow contingents to invite their special guests. Contingents had to provide the names of the special guests and request an individual registration code. Each contingent received two complimentary codes. Additional codes were available at a cost of US \$80, which included the day visitor fee, special transportation, hosting in the special guest area, tours of the Jamboree's Centro Mondial, and provision of beverages and snacks.

Special guests could not stay on-site and had to make their own travel and accommodation arrangements. The guests were the responsibility of the contingent during their visit.

Upon confirmation of the registration, the Guest Services Team provided further information to facilitate the arrival to and departure from the Jamboree site, including sending an invitation letter to assist the guests with any visa application process.

All special guests began their Jamboree experience at the Ruby Welcome Center, where there was a brief check-in process and security screening. Special guest

transportation then took them to the Jamboree site and delivered them to the Special Guest area at Legacy Village, where they could freshen up and be met by their HOCs/CMTs. They were returned to the Ruby Welcome Center at the end of the day. En route to the Jamboree site, a member of the Guest Services staff shared important and useful information to make their Jamboree visit more enjoyable.

High-Profile Guests

The Jamboree and WOSM invited several high-profile guests including Ban Ki-moon, former United Nations secretary-general, and Bear Grylls, Chief Ambassador of World Scouting. State governors, U.S. senators, state and local government officials, military and government agency leaders, and prominent individuals in the community were invited to help foster broader and deeper relationships between their communities and Scouting. In total, 902 special guests attended.



In addition, approximately 800 Boy Scouts of America Office of Philanthropy special guests and their families visited the 24th World Scout Jamboree. This included guests of the National Eagle Scout Association, Scouting Alumni & Friends, and the Boy Scouts of America National Foundation.

External Partners

There were many types of external partners for the 24th World Scout Jamboree.

The assistance received from the U.S. Department of Defense, various federal agencies, the West Virginia National Guard, the West Virginia Department of Homeland Security (including the West Virginia State Police), and local law enforcement agencies was outlined in a previous section.

In addition, the Jamboree was assisted by the efforts of the following organizations with which we had a Memorandum of Understanding: West Virginia University, Wake Forest Baptist Medical Center, Raleigh General Hospital, Jan-Care Ambulance Service, Philadelphia College of Osteopathic Medicine, and the World Scout Shop.

Other external organizations, such as NASA, were recruited for exhibit and program enhancement. WOSM also assisted with program exhibits.



JAMBOREE PROGRAM

OVERVIEW

The goal of the Program pillar for the 24th World Scout Jamboree was to deliver a world-class experience for all Scouts in attendance. The theme, Unlock a New World, guided Scouts to unlock new adventures, new cultures, and new friendships. The program offered at this jamboree provided a different view of the Scout movement. Holding fast to traditions of conservation and outdoorsmanship, the Jamboree also embraced the growing trend of leadership development and global citizenship that the Scout movement has cultivated for generations. The Program pillar encompassed eight program groups with a leadership team of 261 and a delivery team of 4,244 IST members.



The Program Team developed a unifying framework to link the eight program areas together. The goal was for each program to offer opportunities for individual Scouts and patrols. All programs, except for river rafting, Globe Leadership, Mt. Jack, and Summit Stories, were first come, first served, with each patrol developing a daily schedule based on their interests.



ADVENTURE PROGRAM

The Adventure Program area utilized the world-class aerial sports, aquatics, climbing, extreme sports, river rafting, and shooting sports facilities of the Summit Bechtel Reserve and surrounding New River Gorge area. All activities were suitable for any skill set (beginner to expert) under the guidance of skilled and certified instructors.

The goal of the Adventure Team was “to enable as many Scouts as possible to experience our adventure activities.” Due to capacity limitations of the facility, the program was able to accommodate adult leaders or IST members only when Scouts were not waiting to participate in the activity.



Aerial Sports

The Aerial Sports program consisted of the Big Zip, The Canopy, Gateway and Legacy Zip, and The Ropes.

- Big Zip, located above Adventure Valley, consisted of five parallel zip lines over a combined 3,000 feet (914 meters) long. The lines reached speeds of up to 50 mph (80 km/h) as Scouts soared over the Summit Bechtel Reserve on one of the longest zip line courses in North America.
- The Canopy, located in Blenheim Palace base camp, was a tree-to-tree adventure that gave Scouts a new way to connect with their environment. Scouts zipped from platform to platform in the forest canopy. The journey combined the geology, history, and topography of the region to create an exciting

encounter—all while participants were suspended far above the Earth. In addition, a smaller canopy course was in Action Point.

- Gateway and Legacy Zip, located in Summit Center, were two sets of five zip lines that soared above World Point.
- The Ropes, located in Adventure Valley, was a network of zip lines, balance beams, cargo nets, and other challenges—all suspended 25 feet/7.62 meters above the ground. The challenge courses facilitated the development of self-confidence, teamwork, physical fitness, and communication skills.

Aquatics

Kayaking, scuba, stand up paddle board, team stand up paddle board, and Water Reality were located at the Summit's lakes and The Pools. Scouts learned water safety, seamanship, rescue, basic maneuvers, and more.

- Kayaking, located at Tri-Dave Lake, allowed Scouts to learn the basics of kayaking and progress to an advanced level to test their skills with interactive games.
- Scuba, located at the West End, introduced Scouts to the wonders of breathing underwater using state-of-the-art scuba equipment in one of four custom-built 40-foot x 80-foot (12-meter x 24-meter) above-ground pools.
- Stand up paddle board, located at Goodrich Lake West, was where Scouts were shown how to select a paddle and received instruction on basic maneuvers. On the water, Scouts practiced basic maneuvers under staff direction. Once the

basics were mastered, Scouts could experience the SUP trail.

- Team stand up paddle board, located at Goodrich Lake East, was a six-person timed team event where Scouts raced around a buoyed course.
- Water Reality, located at Goodrich Lake West, was a floating obstacle course that teams of four Scouts tackled in a timed event.

Scuba at the Jamboree is the largest introductory scuba experience in the world.

Climbing

The Climbing team operated Boulder Cove and The Rocks.

- Boulder Cove, located in Summit Center, was a smaller version of The Rocks where Scouts could climb, boulder, and rappel on the artificial climbing surfaces.
- The Rocks, located in Adventure Valley, featured the largest man-made outdoor climbing facility in the world, consisting of 125 climbing stations, 100 bouldering stations, 42 rappelling stations, and the Leap of Faith.

Extreme Sports

The Extreme Sports team featured BMX biking, mountain biking, and skateboarding.

- Low Gear, located in Adventure Valley, featured 27 miles/43.5 km of cross-country trails and a downhill course to challenge the best riders. Trails included downhill, cross-country, pump, jump, dual slalom, and skills courses. The purpose-built trails at the Summit are mountain biking Shangri-la. An additional mountain biking area was located at Action Point.

- The Park, located on Thrasher Mountain, is the second-largest outdoor skateboard facility in the USA, covering more than 100,000 square feet/9,290 square meters. There are six distinct areas, with bowls and ramps for skaters of all levels, including vert and street features and even a foam pit. An additional skate park was located at Action Point.
- The Trax, located on Thrasher Mountain, is the second-largest BMX facility in the world, with over 273,000 square feet/25,363 square meters of BMX areas. BMX offerings included pump, downhill, tabletop, freestyle, race, and dual slalom. An additional BMX park was in Action Point.

River Experience

The River Experience offered rafting on three sections of the scenic New River. Each 10-person raft had a professional river guide provided by local outfitters. Each NSO contingent was preallocated space for 50 percent of its contingent (youth and adult leaders) to participate on an assigned date and time. A standby line was operated to allow additional participants. Participants completed an electronic waiver as part of the Jamboree registration process. Prior to the Jamboree, a River Experience guide was assigned to NSOs, and each contingent received tickets for their assigned time as part of their check-in packet.

Shooting Sports

The Shooting Sports team operated The Barrels, The Bows, and the Joe Crafton Sportsman's Complex

- The Barrels, located on Thrasher Mountain, is one of the largest shooting sports education centers in Scouting. Under the guidance of certified instructors, Scouts could

participate in pistol, rifle, and shotgun programs. Some NSOs' regulations precluded participation in shooting sports.

- The Bows, located on Thrasher Mountain, featured several different archery ranges including a 10-yard (9-meter) instructional range, a range with 3-D animal targets in the woods, a long-distance range, a sporting arrows range where Scouts aimed at flying targets, and a crossbow range.

Scouts shot 625,330 rounds of ammunition, 584,850 chalk balls, and 261,880 arrows.

- Joe Crafton Sportsman's Complex, located at Action Point, is a hunter education and conservation center that also had indoor laser shot shooting.

Select adventure programs included Science Behind the Sport activity areas. Developed through a partnership with West Virginia University, these activity areas allowed participants to explore the science of each activity while waiting for their program to begin. In addition to the program areas, the Adventure Team had a dedicated group of ISTs serve as adventure guides who assisted in program areas when there was high demand for participation.

Aerial sports—27,245

Aquatics—58,413

Climbing—18,689

Extreme sports—27,168

Shooting sports—97,032

River rafting—15,354

For a grand total of 243,901 Scout trips through the adventure areas

Action Point

Action Point is a small demonstration area for biking, skateboarding, and other adventure elements that are offered on a larger scale throughout the site.

CENTRO MONDIAL

In a world of ever-increasing change, Scouts were invited to come and explore the enduring and the cutting-edge and see what it would take to Be Prepared for the future. Centro Mondial's activities and interactive exhibits allowed Scouts to try new things, meet new friends, identify forces that will shape the world for decades to come, and reflect on how Scouting values—the Scout Promise and Law—will help them be successful as they navigate these changes throughout their lives.

Centro Mondial, derived from the Spanish word for “center” and the French word for “world,” had four main program areas:

1. Better World: Scouts discovered how fellow Scouts are creating positive changes around the world with local projects and international networks.
2. Faith and Beliefs: Scouts explored the world's faiths, their similarities, and the power of faith.
3. Living in the 21st Century: Scouts engaged with five topics that are essential to global citizenship in this century: the future of work, exploration, communication, transportation, and food.
4. North American Dream: Scouts learned about the host countries and their values, work ethic, culture, and geography.

Better World

Operated by the WOSM, the Better World tent was an all-in-one dynamic place to discover how Scouts are creating positive change around the world with local projects and international networks.

It was a place for young people to feel empowered to become active citizens, creating stronger and more sustainable communities. Participants could learn about WOSM's key world initiatives and programs such as the new World Scout Environment Programme, Scouts of the World Award, and Messengers of Peace. In addition, participants could join Scout Talks around a virtual campfire, sign up for the HeForShe commitment, or earn the Dialogue for Peace or Patrimonto badges. Finally, the Better World tent shared information about upcoming international events like JOTA and JOTI, the next World Scout Moot in Ireland, and the permanent mini-Jamboree at Kandersteg International Scout Center.

Faith and Beliefs

When Scouting's founder Lord Baden-Powell was asked where religion enters Scouting, he replied, "It does not come in at all. It is already there. It is a fundamental factor underlying Scouting." At the Faith and Beliefs area, Scouts were able to explore their own faith, the faiths of others, and the sense of shared spirituality that connects us all by:

- Experiencing the connected nature of the five major world religions.
- Exploring 11 different faith groups.
- Interacting with chaplains or faith advisors from their own and others' faiths.
- Thinking about faith in the modern era and what comes with a committed faith.
- Learning about the Messengers of Peace program and how Scouts around the world are promoting peace and dialogue among all peoples and faiths.

The Faith and Beliefs team also offered many opportunities to attend faith services and meetings, conducted in

various subcamps and special venues. Scouts could attend any services. Chaplains or faith advisors were available for counseling and pastoral care.

Friday, 26 July

Islam Jumma Prayer	12:00-14:00
Jewish Kabbalat Shabbat	17:30

Saturday, 27 July

Jewish Shabbat	10:00
Jewish Havdalah	20:00

Sunday, 28 July

Orthodox Divine Liturgy	10:00
Protestant Worship	10:00
LDS Sacramental Meeting	10:00
Sikh Prayers	10:00
Roman Catholic Mass	10:30

Wednesday, 31 July

Franco-German Mass of Reconciliation	17:00
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Thursday, 1 August

Buddhist New Moon Service

Living in the 21st Century



Living in the 21st Century allowed participants to learn skills and develop ideas about the workforce of the future, food industry, media communications, modes of transportation, and natural exploration and conservation. Participants could also discover how to be better global citizens in the years to come and perhaps develop these

activities into hobbies or careers. The focus of the Living in the 21st Century program was that as individuals, it is hard to change the world, but, as we've learned through Scouting, if enough talented minds come together to solve problems and share ideas with one another, then small, incremental progress can become huge leaps.

The Living in the 21st Century program included:

- **Exploration:** The Exploration program posed the questions “How do we explore?” and “What considerations do we need to make when doing so?” Covering five areas of exploration—space, underwater, underground, above-ground (nearby), and above-ground (expeditions)—activities included orienteering, an astronaut experience, and an escape room. The Exploration program partnered with Leave No Trace; Society of Mining, Metallurgy and Exploration; Garrett Metal Detectors; NASA; and the National Human Genome Research Institute.
- **Food:** The Food program posed the questions “Where does our food come from?” and “How do we prepare it?” The Food program covered aquaculture (fish farming), plant agriculture (farming), animal agriculture, and cooking. Scouts could participate in activities such as tying fishing flies, casting, catch and release fishing, and knife skills instruction from a chef. Scouts had the opportunity to learn about greenhouses, hydroponics, growing local food, community gardens, and water conservation techniques, as well as explore the use of insects at the “Cricket Café” to provide a sustainable food supply around the world.
- **Communications:** The Communications program posed the questions “How do we communicate?” and “How do we think about the messages we receive?” The Communications program covered journalism (print and video), amateur radio, marketing/advertising, and social media. Scouts could write a newspaper article, go in front of or behind the camera for a newscast, track down fake news, and learn what makes an effective advertisement. The Communications program also featured the Jamboree’s amateur radio station (NA1WJ) and a live uplink conversation with the International Space Station. The program partnered with IBM, the Institute of Electrical and Electronics Engineers, National Geographic, the Newseum, and Wikipedia.
- **Transportation:** The Transportation program posed the questions “How do we travel?” and “How should we travel?” Scouts could build a bridge, experience urban transportation with a disability, try their hand at magnetic levitation, and more! The Transportation program partnered with the Hellenic Road Safety Institute and the Fédération Internationale de l’Automobile.
- **Knowledgeable Workforce (Future of Work):** The Knowledgeable Workforce program posed the questions “How will technology change the nature of work?” and “How should I think about my career as a result?” Scouts could program a robot, fly a drone through an obstacle course, design something to be printed with a 3D printer, and create an AI bot. The Knowledgeable Workforce team partnered with American Association of Colleges of Podiatric Medicine, FIRST Robotics, American Welding Society, International Institute of Welding, Society of American Foresters, West Virginia Division of Forestry, Robert C. Byrd Institute at Marshall University, IBM, and Impacto Digital.

North American Dream

At North American Dream, Scouts could explore the ideas, unique geographical resources, and values that are important to the host nations (Canada, Mexico, and the United States of America). North American Dream was moving, inspirational, and a catalyst for ideas and conversation. Scouts could see the world in a new way or discover a career path. North American Dream partnered with multiple external groups, including the National Inventors Hall of Fame, Nature for All, Parcs Canada, and the U.S. Department of the Interior, to cover eight topics.



- **Culture:** Scouts experienced the cultures of the three host countries and considered the similarities and the differences.
- **Natural Resources:** Scouts learned about the natural resources of the host countries and discovered which resources are important and why we should strive to protect them.
- **Interconnectedness:** Scouts examined how over the years the world has become more connected and how this changes interactions among people and nations.
- **Civil Liberties:** Scouts explored civil liberties and learned how the host nations protect human rights.
- **Entrepreneurship:** Scouts discovered skills needed to be an entrepreneur.
- **Innovation:** Scouts delved into how ideas and dreams are turned into reality.
- **Finances:** Scouts researched how stock markets work, how and why money is made, and how financial markets affect everyone around the world.
- **Free Market Economics:** Scouts participated in games to learn why trade is important.

Brownsea Island

Brownsea Island, located near Boulder Cove in Goodrich Lake East, portrayed the first campout held by Baden-Powell on England's Brownsea Island in 1907. IST members in period dress re-created the experience with games, activities, and talks that reflected the founding time period.

Sustainability Treehouse

Between the local timber used to build its structure, the rainwater recovery system, and the wind- and solar-generated energy, the Sustainability Treehouse was not just a museum, it was a living adventure and an icon of environmental stewardship!

A permanent facility at the Summit Bechtel Reserve, the treehouse's towering 125-foot Corten steel frame offered extraordinary vantage points to explore and understand the Jamboree site from the dirt beneath one's feet, the canopy of trees surrounding it, and the sky above. At each platform, participants could learn about sustainable design, technology, and ecology through immersive experiences and hands-on exhibits, including solar panels, wind turbines, and a large water treatment system. All of these reflect Scouting's commitment to sustainability.

THE CONNECTED EXPERIENCE

The Connected Experience area of the 24th World Scout Jamboree was tasked with bridging cultures, geography, economics, language, and other barriers to unite all Scouts in unlocking a new world. This area was designed to be the glue that held together the Jamboree experience and represented the first opportunity to use technology as a method to make the Jamboree a truly global experience.

Globe Leadership Program

Energy, information, collaboration, and relationships were the keys to

experiencing the Globe Leadership event. Globe was a highly interactive empowerment development exercise that shared leadership concepts in an engaging, fun, and informative way. This event gave Scouts a chance to work with their Scout friends to solve an exciting escape room and learn some things about themselves at the same time. At the end of the escape room activity, teams debriefed with a gamemaster who offered some observations of the teams and how each team member could enhance their own style of leadership.

Global Ambassadors

One Scout from each NSO was selected to be a Global Ambassador. This Scout served as a digital reporter, empowered to document their experience. Each Global Ambassador had a blog to share their experience on the official Jamboree website. The Global Ambassador leadership team helped facilitate special programs and interactions for the Scouts serving as Global Ambassadors. As part of the program, a group of Global Ambassadors traveled to Charleston, the capital of West Virginia.

Model United Nations

The Model United Nations (UN) was an opportunity for Scouts from around the world to exchange views on some of the most pressing issues in international affairs and to do so within the values and spirit of Scouting. Each delegate was assigned to represent the position of a UN member state. NSOs could nominate Scouts to participate in the Model UN prior to the start of the Jamboree. Model UN participants covered topics such as mitigating conflict, refugee displacement, reducing inequality, addressing the role of women in all countries, ending use of IEDs, and illegal whaling, among others. We partnered with the Osgood Center for International Studies to facilitate the Model UN program.

Novus: Jamboree Wide Game

Upon arrival at the Jamboree, each youth participant, adult leader, CMT, IST, and JPT received a Novus wristband. This device allowed interaction with exhibits, activities, and other Scouts from around the world, building a timeline of experiences and a personal Jamboree story.



The most exciting feature of the wristbands was their use in Novus: Jamboree Wide Game. Special challenges across the Jamboree encouraged visits to new locations, exploration of program areas, and the making of new friends. As participants earned the digital badges inside of the game, they also earned points.

Some program areas offered “Mega Badges,” which were awarded for earning all the digital badges in a specific program area, or “Storyline Awards,” which were given for earning a set of related badges across multiple areas that created a narrative. Some of the Novus Storyline themes were Sustainability, Technology, Adventure Sports, World Cultures, and Personal Leadership.

The requirements for each digital badge were listed in the Jamboree app, allowing participants to focus on the badges that meant the most to them. At the Jamboree, the Novus logo was placed on signs to assist in locating “touchpoints” where participants could check in at programs or exhibits. Participants could also “click” wristbands with one another to share their contact information. When a connection or check-in was made, the device would light up and signal.

The 24th World Scout Jamboree partnered with PixMob on the Novus technology. Each device was Bluetooth-enabled, waterproof, and had a battery life that lasted the length of the

Jamboree. The Novus game was part of the Jamboree app and participants could log in to track their progress. Initially only the participant's name and NSO were displayed when exchanging contact information, but the participants could choose to update their profile with additional information like a photo or social media links. The Novus team operated a help desk on-site to answer questions, troubleshoot issues, and replace devices when needed. An additional feature was the ability to control the LED lights in all of the devices at one time. This was used during the arena shows for special effects.

- Participants made 4,746,361 contact exchanges.
- Each participant averaged 114 contact exchanges.
- 88% of participants completed their profile as part of the Jamboree app.
- Over 500 electronic game badges were created across the Jamboree.

Participation Award

The 24th World Scout Jamboree Participation Award was designed to encourage and recognize those activities at the heart of the Jamboree: making new friends, exploring the Jamboree exhibits, and having fun at programs. Participants used the Jamboree app to track their progress in earning the award.



Reflections

The Reflections Team helped lead daily reflection activities that strengthened participants' learning and refreshed their minds. Scouts learn not from just doing but from thinking about what they do.

Topics included "What are you hoping to experience while at the Jamboree?" and "How is this experience affecting you and your daily goals?" Reflections topics were released daily on the Jamboree app and Scouts were encouraged to set new goals for when they returned home. The Reflections Team traveled across the Jamboree site to encourage participation and shared a daily reflection submitted by a Scout.

Creative Expression

Creative Expression was a place to tell a story in whatever communication method was best. Video and audio recording booths allowed participants and units to use their own words and pictures to express what the Jamboree meant to them. These booths moved to different parts of the Jamboree to ensure that everyone could share their inspirational story. Participants could also use paint and other media to tell a story in a free-form style or be part of the mosaic, a large canvas image that was painted by participants over the course of the Jamboree.

Summit Stories

Summit Stories was an exciting new program at the 24th World Scout Jamboree that gave each Scout the ability to tell a story of how Scouting has impacted their life as it related to one of four daily themes: gender equity and justice, multicultural awareness and interaction, servant leadership, and Scouting's value in modern society.

Each speaker shared their story in front of an audience of approximately 300 Jamboree participants, ISTs, and guests. The stories were also streamed live to Scouts around the world via social media and Jamboree livestream channels. In addition, many notable world figures were invited as special guest speakers.

Young Correspondents

Many NSOs had Scouts who worked closely with media from their home communities. The Young Correspondents Team was available to help participants develop skills like editing video, posting Instagram stories, and using other journalism tools. In addition, the team provided workshops with media experts and ran an assignment center to help participants in developing stories to submit to the media in their communities.

Cultural Celebration Day

Cultural Celebration Day, held on Friday, 26 July, was a massive cultural exchange open to all participants and adults. In the morning, each unit provided an exhibition of their country's culture and cuisine. This included music, dance, colorful national costumes, games, and dishes representing each NSO's homeland. The display was hosted in the unit campsites in each subcamp and base camp. Many units split their patrols with half operating the unit booth while the other half explored the Cultural Celebration Day. NSOs were offered a special meal order form prior to the Jamboree to order special food items for the day. Additionally, many NSOs also brought prepackaged items and cultural decorations from their countries. The Jamboree site was closed to day visitors and no program areas were open during Cultural Celebration Day. This allowed IST time off to visit base camps, book stages for performances, and enjoy general social time in base camp Ephesus. The day ended with the Unity Show in AT&T Summit Stadium.

GLOBAL DEVELOPMENT VILLAGE



The Global Development Village (GDV) has been a core educational experience at World Scout Jamborees since 1991. It was a powerful interactive space that gave participants the awareness, knowledge, attitudes, and skills needed to tackle global issues. As Scouts, becoming involved and playing an active role in our communities is part of who we are. The GDV empowers us to do more than ever, so that together we can create a better world. The GDV was organized around four topics: people, peace, prosperity, and planet. By participating in one workshop or activity for each topic, sharing a story in a campfire, and being part of a special event, participants could earn the GDV badge.

Sustainable Development Goals



The Sustainable Development Goals (SDGs) were the main topics at the GDV. With the help of numerous countries and millions of individual contributions, in 2015 the UN General Assembly adopted the 2030 Agenda for Sustainable Development. This new global outlook was established to redirect humanity toward a sustainable path. At the core of the 2030 agenda are 17 Sustainable Development Goals. The goals describe major development challenges for humanity and aim to secure a sustainable, peaceful, prosperous, and equitable life on earth for everyone—now and in the future. The GDV partnered with 12 NSOs and 21 organizations representing UN agencies, international nongovernmental organizations, and local organizations to run the program and workshops.

Exhibit Engagement

The GDV was a real village, with real people from different countries and sectors. It was organized in neighborhoods where each of the global issues lived. It incorporated a main plaza, where Scouts could meet with friends to talk and have fun. It had exhibitions and performances, sound and music, and lots of activities and interactive workshops. Scouts had a unique opportunity to learn, directly from world-class specialists, how their local actions have a global impact. The goal was for young people who participated in the GDV to think globally and act locally.

The GDV team worked closely with the Better World tent to promote to Scouts the opportunity of experiencing WOSM's programs under the Better World Framework (Scouts of the World Award, Messengers of Peace, World Scout Environment Programme, Dialogue for Peace, GoSolar), and other global initiatives such as the Youth and United Nations Global Alliance (YUNGA).

MT. JACK MOUNTAINTOP EXPERIENCE

Each World Scout Jamboree participant had the opportunity for a mountaintop experience on Mt. Jack, where unique adventures awaited. This daylong program featured a picturesque and energetic hike up Mt. Jack, the highest point of the Summit Bechtel Reserve. There, Scouts found a collection of special activity centers ready for exploration. While enjoying the day on Mt. Jack, participants had the chance to see spectacular overlooks of the 24th World Scout Jamboree and the New River Gorge. Each base camp was assigned a day to visit Mt. Jack with one day open to anyone. An IST group called Pathfinders assisted troops on their hike to Mt. Jack.

Activities Located on Mt. Jack

- First Scout Camp of North America—Scouts were invited to step back in time, over 100 years ago, and experience how Scouts lived, camped, ate, learned skills, and played games in North America's first camps.
- Field Sports—Scouts could participate in team and individual sports from around the world including soccer, basketball, volleyball, Frisbee golf, and more.
- Frontier Village—Scouts stepped into the village and experienced the activities of life on the North American frontier in the 1800s. They could fire a black powder rifle, throw a tomahawk, visit the blacksmith shop, make rope, and talk with characters from the past as they experienced life on the frontier.
- Spartan Race—Scouts raced on two courses of varying difficulty, each designed to be run as an individual or as a team. These courses tested mind, body, and spirit. The program was designed and sponsored by the external Spartan Race organization.
- Friendship Tartan Games—Scouts competed in traditional Highland games that are popular around the world, like caber toss, hammer toss, and sheaf toss, many of which have evolved into modern Olympic events. Scouts could also assist in construction of a memorial Jamboree sword at the swordsmith forge.
- Wood, Rope, and Spars—Scouts experienced a vast collection of traditional and modern projects made of wood and ropes. Each structure was built on-site, including a geosphere globe and a rideable BP Carousel! Participant patrols had the opportunity to compete against other patrols head-to-head or against the clock for the best time each day.

- Daytime Entertainment—Scouts enjoyed live and recorded music from local musicians of West Virginia.
- Mt. Jack Campfire—Scouts ended their Mt. Jack day with an afternoon program onstage of musical performances and other entertainment reminiscent of campfire programs at the Boy Scouts of America's national high-adventure bases.

ROVER BRIGADE

The Rover Brigade was a group of young adult ISTs (ages 18–25) facilitating social experiences and providing quick-reaction support across the Jamboree site. The Rover Brigade consisted of the Puma Patrol, Baden-Powell Corps, and Pathfinders. These special ISTs assisted at stadium shows, welcomed units on arrival day, led evening games, and so much more. They were the face, spirit, and heartbeat of the Jamboree!

Puma Patrol

Members of the Puma Patrol served as the social and cultural hosts for the 24th World Scout Jamboree. They were in the subcamps teaching games, leading evening reflections, participating in the Base Camp Bashes, and generally making sure everyone was having a great experience.

Baden-Powell Corps

The Baden-Powell Corps (BP Corps) was the helping hand and logistical support team to the program areas and major Jamboree events. They helped facilitate a smooth and safe Jamboree by providing extra support wherever it was needed.

Pathfinders

The Pathfinders were a group that facilitated the base camps in their mobilization and hike to Mt. Jack. The Pathfinders assisted the Puma Patrol and Baden-Powell Corps as well.

JAMBOREE SHOWS

Stadium Events

The Stadium Events Team was responsible for four shows at the AT&T Summit Stadium, Base Camp Bashes, the Jamboree Band, and backstage tours of the main arena. The Jamboree Management Team contracted with a professional production company to manage and produce the shows. The opening and closing ceremonies and Unity Show were livestreamed.

Opening Ceremony

The Opening Ceremony, held Tuesday, 23 July, from 19:30–22:00, welcomed Scouts from around the world to the first of three major shows at the 24th World Scout Jamboree. The ceremony started off with a rich tenor voice filling the air with the distinctive opening melody from *The Lion King*. As the song was recognized, the crowd roared with approval and excitement. The singer appeared at the top of the stadium and wound his way down through all the Scouts, accompanied by the South African contingent. The flags of all the Scouting nations paraded into the stadium to flank the stage. The singer was Lebo M, a South African producer and composer. He arranged and performed the music for both the stage and film versions of *The Lion King* and performed the opening song of the original Disney film.

Next, Jessica Williams, a Scout from the UK and the composer of the official song for the 24th World Scout Jamboree, joined the masters of ceremonies from Canada, Mexico, and the United States on stage. Scouts sang along, following the words on the large screens flanking the stage, as Jessica performed the song. The master of ceremonies from Canada was escorted to the stage by the Royal Canadian Mounted Police Pipes and Drums and the 48th Highlanders of Canada.

The featured speaker, Chief Ambassador of World Scouting Bear Grylls, entered the stage by free rappelling from the top of the stage to address the Scouts of the Jamboree, calling it “the greatest gathering of youth on the planet.” He encouraged the audience to be the spirit and force behind global change. And to “shine that Scouting spirit to everyone you meet!” Bear also addressed the adult leaders and Scouters in the crowd, thanking them for “shaping the next generation of global leaders.” World Scout Committee chair Craig Turpie officially opened the 24th World Scout Jamboree.

The main performance was provided by an energetic and innovative group called Recycled Percussion. They came in with a boom, hammering on their recycled buckets, with their drums providing a backdrop of resounding rhythm. As a selection of various music played, the four-person band used recycled items to create melodies, some with a fantastic visual display to match. At one point, they brought out a table full of blenders with varying levels of liquid in different colors to create distinctive music. For the finale, they played a variety of popular music from the 1980s, to the approval of all the Scouts.

The jaw-dropping display at the end of the Opening Ceremony was courtesy of the Jamboree Shows Team and U.S.-based Firefly Drone Shows. As an extension of the “Unlock a New World” theme, the masters of ceremonies and Yona, the World Scout Jamboree mascot, opened a box containing a single drone. The drone flew up and around the stage before joining the awaiting swarm for a dynamic display. A fleet of 250 drones “painted” images on a 900-foot wide by 400-foot tall canvas of airspace just beyond the stage and across the lake. The drones formed images of adventure, the WOSM logo, the Jamboree logo, the mascot Yona, and the Scout sign.

Unity Show

The Unity Show, held 26 July from 20:00–22:00, concluded an outstanding day of shared cultural celebrations. The show started with a focus on the heritage of one of the 24th World Scout Jamboree hosts, Mexico. A mariachi band performance was complemented by colorful Mexican folk dancers, and the culture of Mexico was brought to life on stage.

Joe Candillo conducted a program about religions, where he talked about his faith as a member of the Pascua Yaqui Tribe of Arizona and invited Scouts from different faiths to share their beliefs as well. Scouts from a variety of religions and lifestyles shared, with some guests participating too, including Jim Justice, the governor of West Virginia.

Next, the UN secretary-general’s envoy on youth, Jayathma Wickramanayake, inspired thousands of young people with a powerful message.

“There are hundreds of reasons that divide us but there are millions of reasons that unite us. In order to bring true sustainable lasting peace, it’s not only politicians who should take leadership, it is the communities, especially the young people. I hope each one of you will be a champion of peace in your community.”

—Jayathma Wickramanayake, UN secretary-general’s envoy on youth

The Unity Show entertainment was Broadway singers Kissy Simmons, the original Nala, and Alton Fitzgerald White, who plays Mufasa in *The Lion King*, Ashley Brown, the original Mary Poppins, and Josh Strickland, the original Tarzan. They entertained the crowd with the show “Broadway Sings Disney.” Songs from *The Lion King*, *Beauty and the Beast*, *Tarzan*, *Mary Poppins*, *Newsies*, *The Little Mermaid*, *Aladdin*, and *Frozen* made thousands of Scouts get up on their feet to dance and sing along.

The show ended too soon for Scouts, who kept chanting “one more song!” as the Broadway singers said their goodbyes and received Jamboree neckerchiefs.

Scouts’ Own

The Jamboree Shows Team invited all participants to the Scouts’ Own, a unique opportunity to experience an event of shared camaraderie with a worldwide array of Scouts held Sunday, 28 July, from 08:30–09:30. This service was a mixture of readings, reflections, music, and prayers. The service drew inspiration from our Scouting roots and Scouts heard messages like those that Lord Baden-Powell gave at the very first World Scout Jamboree. Through this service, Scouts sought to better understand the solidarity of world Scouting and heard stories of inspiration from our Scout leaders.

Closing Ceremony

As Scouts prepared to return to their respective homes, the Closing Ceremony, held Thursday, 1 August, from 20:00–22:00, challenged all Scouts to take the keys of unity that they discovered during the Jamboree and use them to unlock the world. Although rain delayed the ceremony, the 24th World Scout Jamboree came to a close during an energetic show, marking 12 days of cultural exchange, skills building, and memories for over 41,000 Scouts and leaders who gathered from over 150 countries to participate in the global event.

The ceremony kicked off with a performance by the U.S. Army Old Guard Fife and Drum Corps representing the USA as one of the Jamboree’s co-hosting countries. Ahmad Alhendawi, secretary general of the World Organization of the Scout Movement, then took the stage to share an inspiring message of encouragement and motivation for young people to be agents of change in their communities back home.

“This Jamboree gathering is a beautiful reminder of how Scouting celebrates diversity and unity—a truly global city that is a perfect example of how the world out there should be. Now more than ever we need young people to stand up and take action around the challenges facing our communities and planet. To promote human rights and act against injustice, to tackle climate change and promote gender equality, and to achieve the Sustainable Development Goals.”

—Ahmad Alhendawi, secretary general of the World Organization of the Scout Movement

Ahmad thanked the Scouts of the USA, Mexico, and Canada, along with the local authorities, global partners, and over 7,800 International Service Team volunteers for making the World Scout Jamboree a success. Together, Scouts and volunteers from around the world built a city founded on unity and understanding, ensuring an unforgettable experience of international celebration.

Ban Ki-moon, secretary-general of the United Nations from 2007–2016 and co-chairperson of the Ban Ki-moon Centre for Global Citizens, also made a special appearance to highlight the vital role that 50 million Scouts can play in the future of the planet.

“Global citizens are those who identify themselves not as a member of a nation, but instead as a member of humanity. They are understanding and tolerant of other people and cultures. They fight for the protection of our planet. They are committed to service and helping others.”

—Ban Ki-moon, former UN secretary-general

An on-stage ceremony passed the Jamboree flag to the Korea Scout Association, which will host the 25th World Scout Jamboree, to be held in SaeManGeum, Jeollabuk-do, Republic of Korea, in 2023.

Live performances from popular musicians like Pentatonix, an a cappella group, had Scouts singing and dancing amid a sensational atmosphere, which included high-tech Novus wristbands that lit up during various moments during the show. The wearable technology given to every Scout, leader, and volunteer at the Jamboree allowed participants to connect with new friends, collect activity points, earn digital badges, and explore new adventures across the Summit.

The closing ceremonies culminated in a magnificent fireworks, pyrotechnics, and laser light show that showered the AT&T Summit Stadium and the skies of West Virginia.

Base Camp Bashes

On evenings when there was not a stadium show, the action came to the base camps for a spectacular, high-energy experience. These Base Camp Bashes were part concert and part dance party. Each base camp had the opportunity to experience two bashes in their area; however, Scouts from across the Jamboree journeyed to the shows. The bashes featured DJs and live performances from groups including Mountain Heart, DJ Titan, Global Village Band, and ESPN DJ Babi Mac.

Jamboree Band

Made up of over 80 International Service Team musicians playing instruments from all corners of the globe, the Jamboree Band was one of the more unique elements of this Jamboree and certainly provided the Scout spirit to all in attendance. The band performed across the Jamboree site as a pre-show at the Jamboree stadium shows and Base Camp Bashes, as well as at special events like NSO receptions. This was the first time that such a unique mix of Scouts from around the world performed together in the Jamboree's 99-year history. The mission of the Jamboree Band was to "Amplify the Scout Spirit!"

Backstage Tours

At the backstage tours, Scouts could learn what goes into putting on a stadium show. On select program days, participants could take a tour with one of the guides to view the backstage areas and learn what it takes to make the magic happen. Tours included a Jamboree shows overview, facts about the stage and technology (sound, lighting, staging), and information about basic stagecraft and organization. Tours began roughly every 15 minutes and lasted 20 to 30 minutes.

WORLD POINT

World Point, located in Summit Center at the top of the AT&T Summit Stadium, was the heart of the Jamboree, filled with culture and excitement. Visitors to this area experienced the rich diversity of Scouting through amazing exhibits, activities, and demonstrations. World Point ran most of the day and was open to everyone, including day visitors.



World Scout Center

The World Scout Center was home to more than 50 contingent exhibits, showing their country, culture, and way of Scouting. Through active and engaging exhibits, participants were able to get a peek into Scouting adventures around the world.

Friendship Hub

The Friendship Hub was an area to meet new friends. There were a variety of games, theme days, music, and dancing all during the Jamboree. Each day featured a special tournament for a new game. The Friendship Hub also featured a Scout lounge where participants could relax during the day.

Festival of Nations

The Festival of Nations program celebrated participants' differences and all that they had in common. There were many fun opportunities for crafts and creative keepsakes for Scouts to remember their Jamboree experience, which included a birds of prey demonstration, daily art projects, branding, photo booths, and woodcarving.

Spirit of Jamboree

Baden-Powell chose the name "Jamboree" to describe the first international gathering of Scouts in 1920. Today this word not only describes the event but also embodies the feeling of Scouts and Scouters worldwide who live the "Spirit of Jamboree" in seeking peace and goodwill. In this exhibit of rare and interesting Jamboree artifacts, participants explored the individual story of all 24 World Scout Jamborees and learned how each one has flamed that spirit.

Showcase Stages

"All the world's a stage!" Showcase stages featured singing, dancing, craft demonstrations, and more. Many performances were provided by NSOs. In addition, professional musicians, DJs, presentations, and speakers were scheduled. Among the acts to perform were multiple musical ensembles provided by the U.S. Department of Defense.

POST JAMBOREE

EVALUATIONS





International Service Team (IST) 2019 WSJ Survey

October, 2019



BOY SCOUTS OF AMERICA®

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METHODOLOGY

Management of the 2019 World Scout Jamboree and the World Scout Organization are interested in evaluating the Jamboree experience of those who planned, executed, and participated in the event. Overall, they want to better understand the impact of this event on a Scout or Scouter's perception of the Scouting movement, and their likelihood to be inspired to do more in Scouting.

In addition, the management team is interested in information that will continuously improve the World Scout Jamboree experience. Specific areas of inquiry include:

- Determining the likelihood to recommend attending future World Scout Jamborees to others;
- Understanding the level of satisfaction with logistical support provided by the host countries;
- Ascertaining Scouts and Scouters satisfaction with communication before and during the Jamboree;
- Identifying how well the Jamboree theme and key concepts have been reflected in the activities and events of the Jamboree;
- Discerning how well the educational and Scouting objectives for youth have been delivered;
- Ascertaining the level of satisfaction with activities, events, and shows;
- Understanding the perceived effectiveness of Jamboree safety rules, policies, and procedures;
- Determining satisfaction with the Jamboree App and technology usage during the event.

To meet the objectives of this study, the Jamboree Planning Team (JPT), Heads of Contingent (HOC), Contingent Management Team members (CMT), International Service Team members (IST), Unit leaders, and Youth participants were sent surveys on August 2, 2019. Reminders were sent on August 15 to those who had not completed their survey, and another reminder was sent on August 23 stating they had only 24 hours before the survey closed. Below is a table showing the response rates for each of the groups surveyed.

Survey group	Emails Sent	Total Responses	Response rate
HOC	143	30	21.0%
JPT	568	280	49.3%
CMT	1,103	429	38.9%
UNIT LEADERS	3,099	1,376	44.4%
IST	7,395	3,344	45.2%
YOUTH	25,411	6,700	26.4%
Parents	6,700*	3,365	50.2%

*Parents were given a chance to answer a few questions at the end of the youth survey.

This report contains the findings from the International Service Team (IST) survey responses. When present, differences by gender, age, work group, and WOSM region are included in the analysis.

EXECUTIVE SUMMARY

The staffing the World Scout Jamboree left IST inspired, energized, and ready to do more in Scouting. In addition, more than four out of 10 indicated that they would definitely or probably attend the 2023 World Scout Jamboree.

IST had an overall positive experience at the 24th World Scout Jamboree as evidenced by:

- ISTs' Net Promoter Score is 44.9 which is in the good range. Fifty-six percent are promoters and 12 percent are detractors.
- At least nine out of 10 IST agree or strongly agree enough food was provided at dinner and breakfast.
- More than eight out of 10 IST agree or strongly agree dinners tasted good and dining hall hours worked with their schedules.
- More than seven out of ten IST agree or strongly agree the subcamp where they stayed was well run, the toilet facilities were adequate for a 12-day event, the quality of the food was good, and the opening and closing shows were inspiring and entertaining.
- More than six out of ten IST agree or strongly agree that staff check-in was well organized, maps and signs made it easy to get around the site, they could find someone to answer their questions, the shower facilities were good for a 12-day event, breakfasts tasted good, food choices allowed them to meet their dietary requirements/restrictions, and they obtained necessary information in a timely manner before and during jamboree.
- More than half agree or strongly agree the temporary toilets were adequately supplied and cleaned and enough charging stations were provided.

Although the experience overall was positive, areas that received low scores from IST include:

- Only around one-third of IST agree or strongly agree that lunches tasted good or contained a good variety of foods.
- Four in 10 agree or strongly agree that subcamp personnel kept them informed.

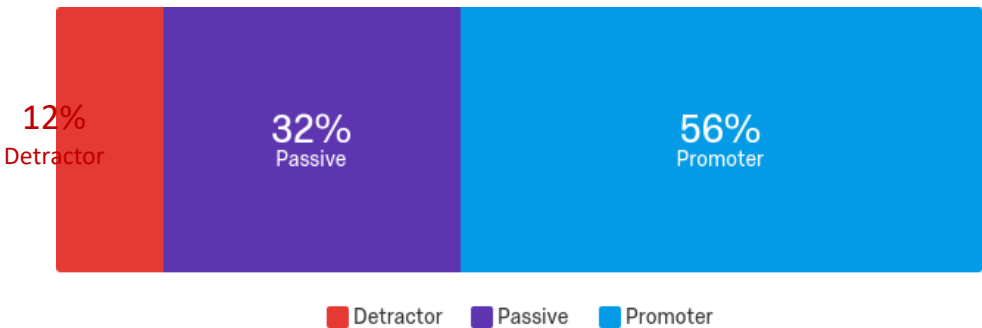
IST generally learn about staffing the World Scout Jamboree through previous attendance or through their National Scouting Association. They generally became aware of the opportunity at least two years in advance of the event. They staffed the Jamboree because they wanted to experience the event as an adult, to give back to Scouting, and to network with volunteers across the globe.

DETAILED FINDINGS

Recommending the World Scout Jamboree

The 2019 World Scout Jamboree Net Promoter Score for IST was 44.9 which is in the good range. Fifty-six percent of IST are Promoters, giving a rating of 9 or 10 on the 10-point scale. These are staff who will proactively speak to others about their great experience at the World Scout Jamboree. Thirty-two percent are Passive, giving a rating of 7 or 8 on the 10-point scale. They may tell others about their experience but will not be as exuberant brand ambassadors as the Promoters. And, 12 percent are Detractors giving a rating of 6 or less on the 10-point scale. These individuals may talk about their experience and will have negative things to say about the experience.

Overall, how likely are you to recommend staffing a World Scout Jamboree to other adult Scouters?



Base: 3,344 IST



Among IST who wrote in a reason for selecting their recommend rating, the following answers were given:

Promoters (Rating of 9 or 10)

- It was an overall great/awesome/lifechanging experience (100.0%)
- The cultural exchange was great (57.3%)
- They met new people/made new friends (21.9%)
- There were some things that were not so good, but they enjoyed the experience (11.0%)

Passives (Rating of 7 or 8)

- It was an overall great/awesome/lifechanging experience (67.5%)
- There were some things that were not so good, but they enjoyed the experience (27.6%)
- The cultural exchange was great (25.7%)
- The cost to come was high (20.0%)
- They met new people/made new friends (16.6%)
- They worked long hours with no days off (11.1%)

Detractors (Rating of 6 or less)

- Overall, they had a poor experience and did not enjoy themselves (35.2%)
- The cost to come was high (29.3%)
- They worked long hours with no days off (24.1%)
- It was an overall great/awesome/lifechanging experience (23.8%)
- The cultural exchange was good (14.1%)
- They were disappointed they could not participate in activities (12.2%)
- They met new people/made new friends (10.8%)
- They were displeased by the disorganization at check in, departure, or in their work area (10.3%)

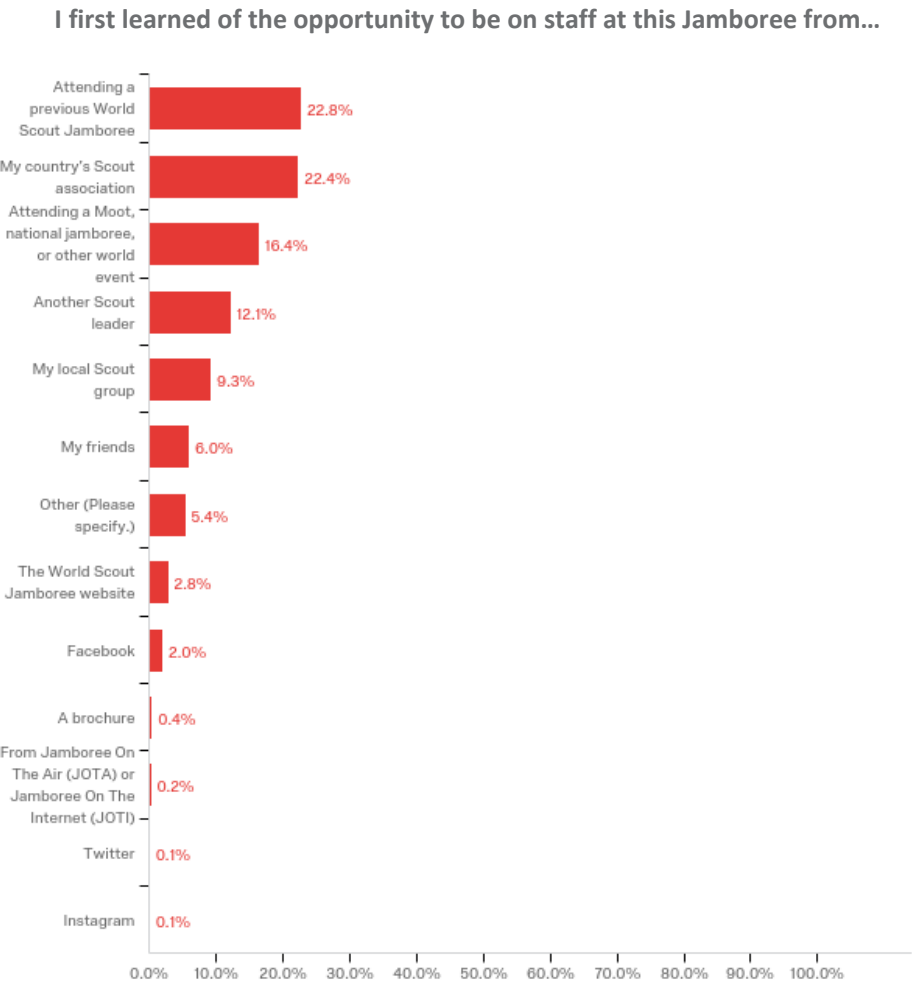
"The opportunity to be part of the IST is a unique way to provide service so that young people from all over the world can have a great experience in order to know different cultures, and how people relate and discover they are the same. These same values are seen in the IST, with a goal that is to work together for others." - Promoter

"Great meeting new people. Little time to explore site and take part in extra activities. Transport around site and for events is difficult for IST as we need good sleep to produce a good program." - Passive

"It cost lots for you to be an employee, you can't participate in activities, and it can be long hours."
- Detractor

Learning about the Jamboree

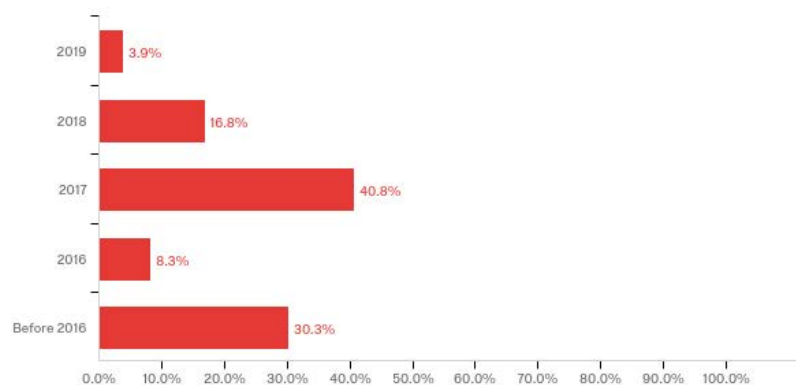
The largest percent of IST first learned of the opportunity to staff this Jamboree from attending previous World Scout Jamborees, from their country’s Scout association, or from attending a moot or national jamboree. Few first learned of the opportunity through social media sources.



Base: 3,344 IST

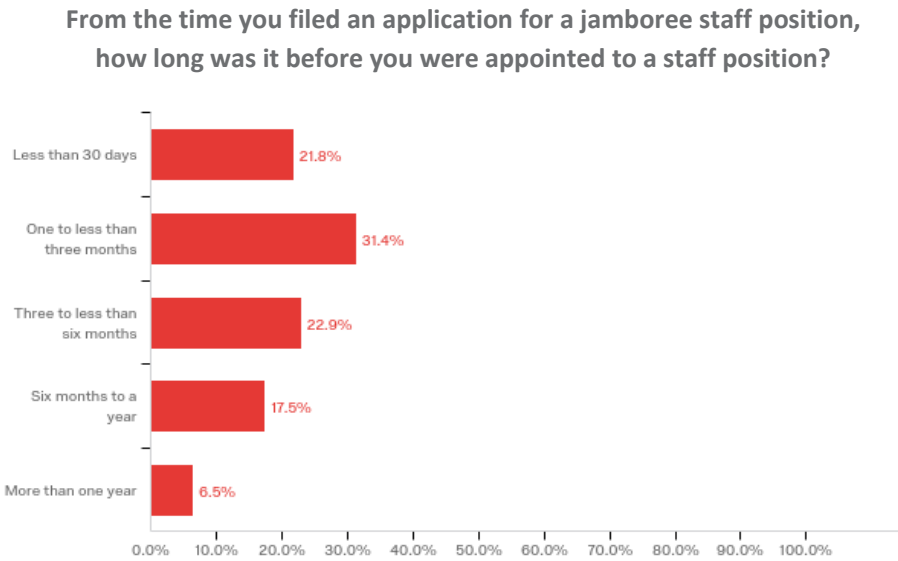
Most IST learned of the opportunity in 2017. And, more than one-third of IST learned of the opportunity before 2017.

When did you first learn of the opportunity to be on staff at this jamboree?



Base: 3,344 IST

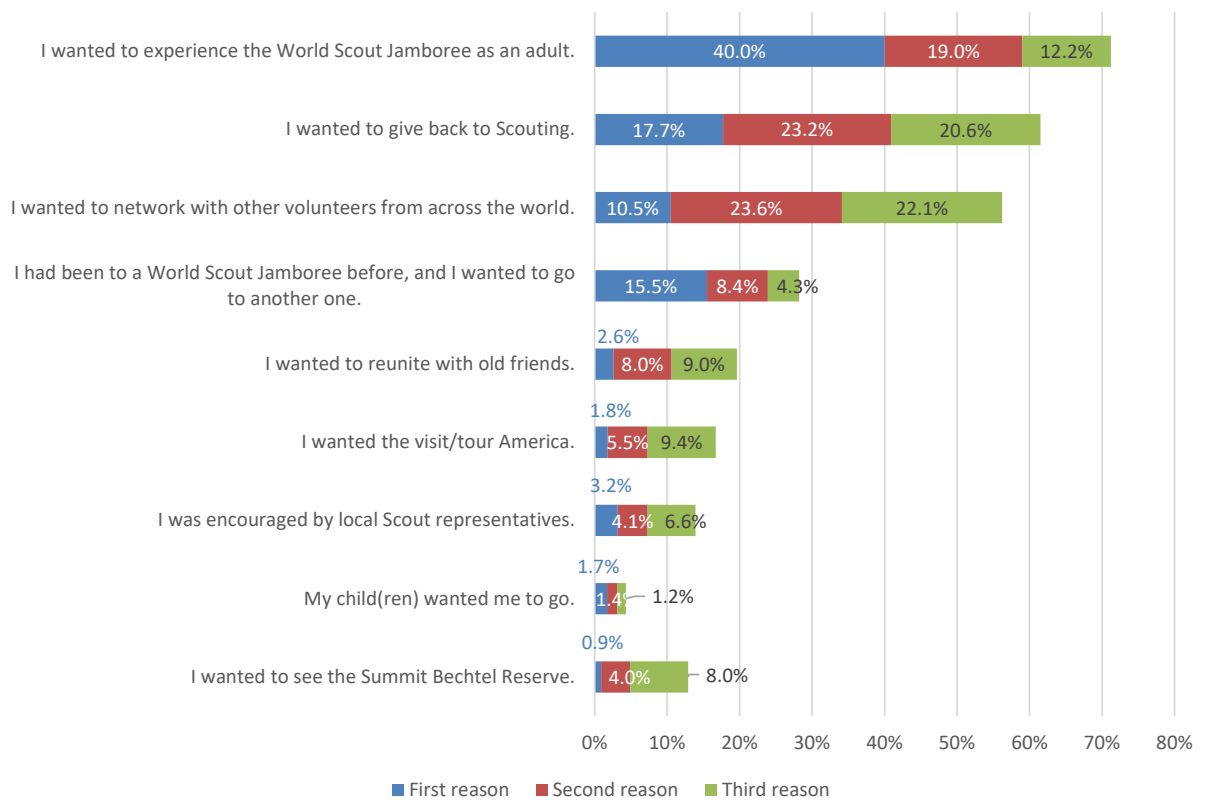
More than half of IST (53.2%) had been appointed to their staff position at least three months after filing their application. For only a few (6.5%) it took over a year before they received their staff assignment.



Base: 3,344 IST

The majority of IST say they staffed World Scout Jamboree because they wanted to experience the event as an adult (71.2%), to give back to Scouting (61.5%), and to network with volunteers across the world (56.2%).

Please rank the top three reasons you chose to staff this jamboree.

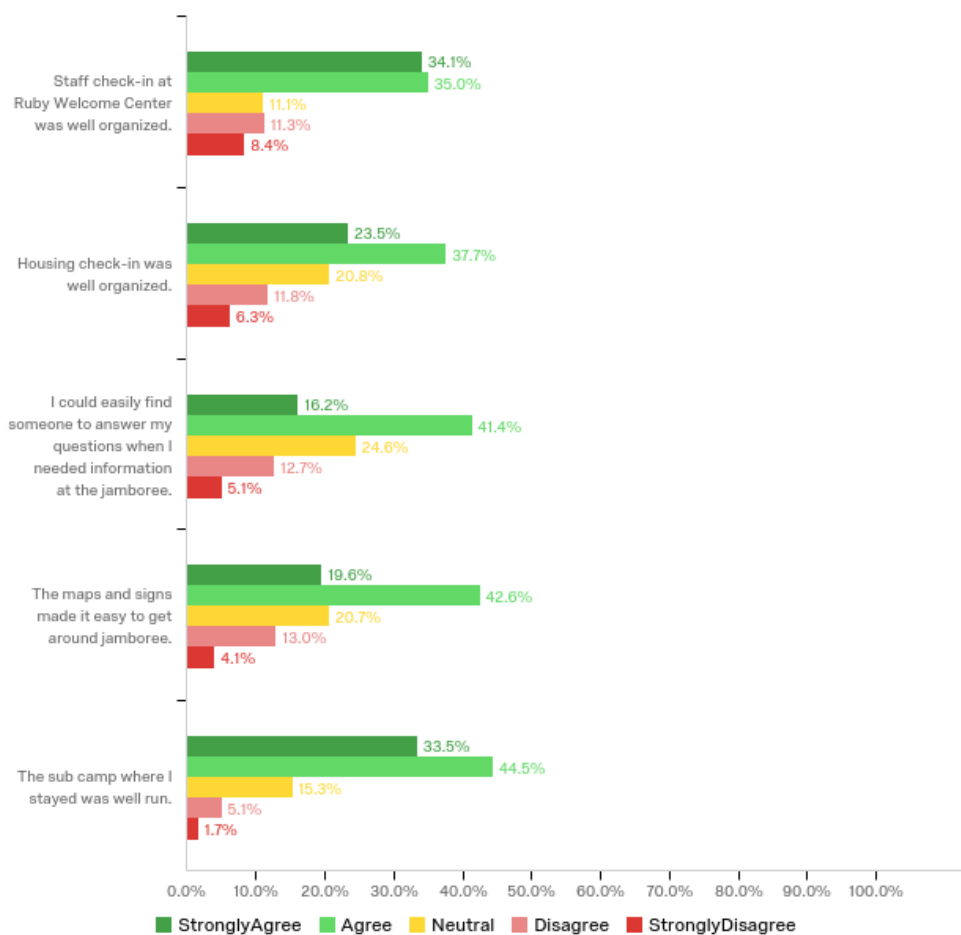


Base: 3,344 IST

Jamboree Site and People

Overall, IST report the subcamp where they stayed was well run (78.0%), the staff check-in at Ruby Welcome center was well organized (69.1%), maps and signs made it easy to get around the site (61.8%), housing check-in was well organized (61.2%), and they could find someone to answer their questions (57.8%).

Please rate the extent to which you agree or disagree with each statement below.

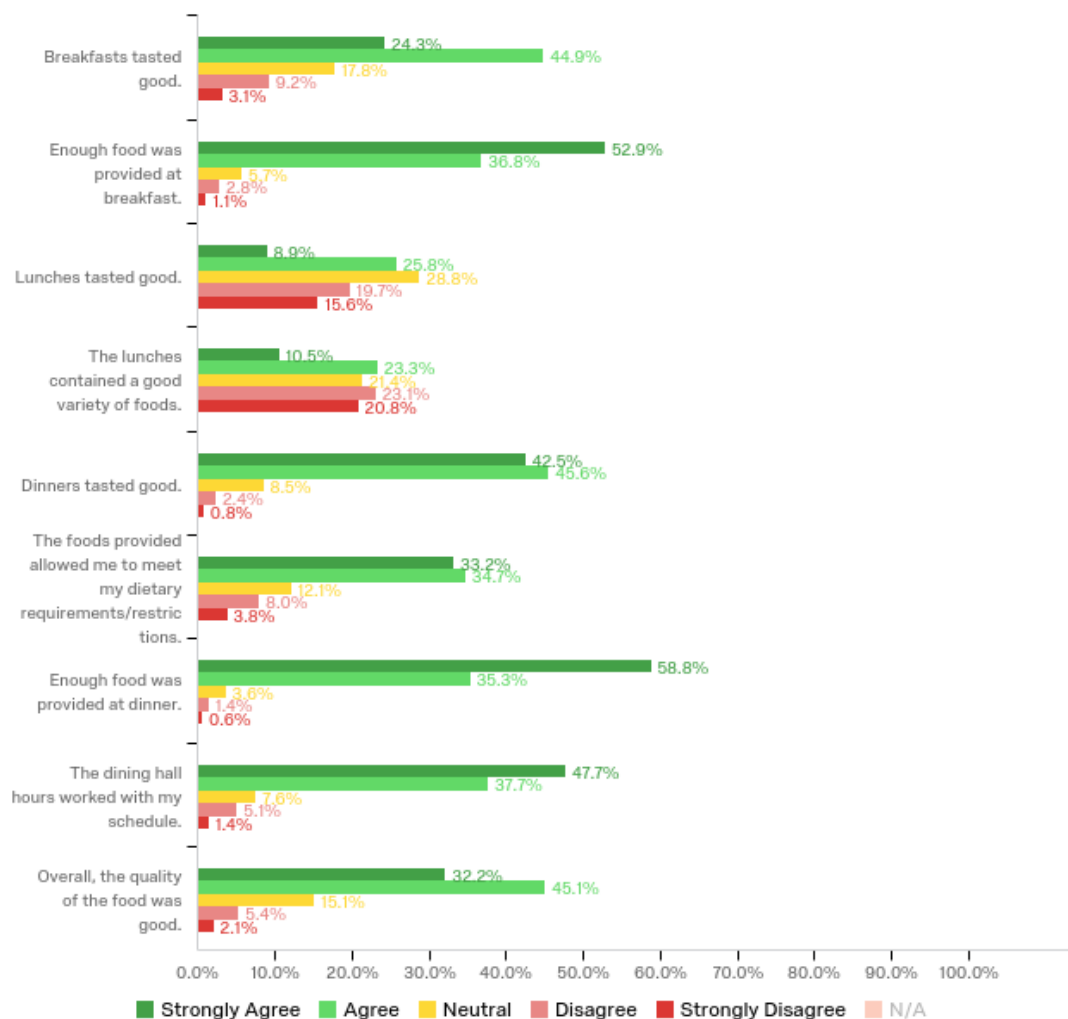


Base: 3,344 IST

Jamboree Food

Overall, IST rated the quality and portions of food at dinner highest with breakfasts following closely behind. Lunch quality and variety was rated as good by only about one-third of IST.

Please rate the extent to which you agree or disagree with each statement about the food.

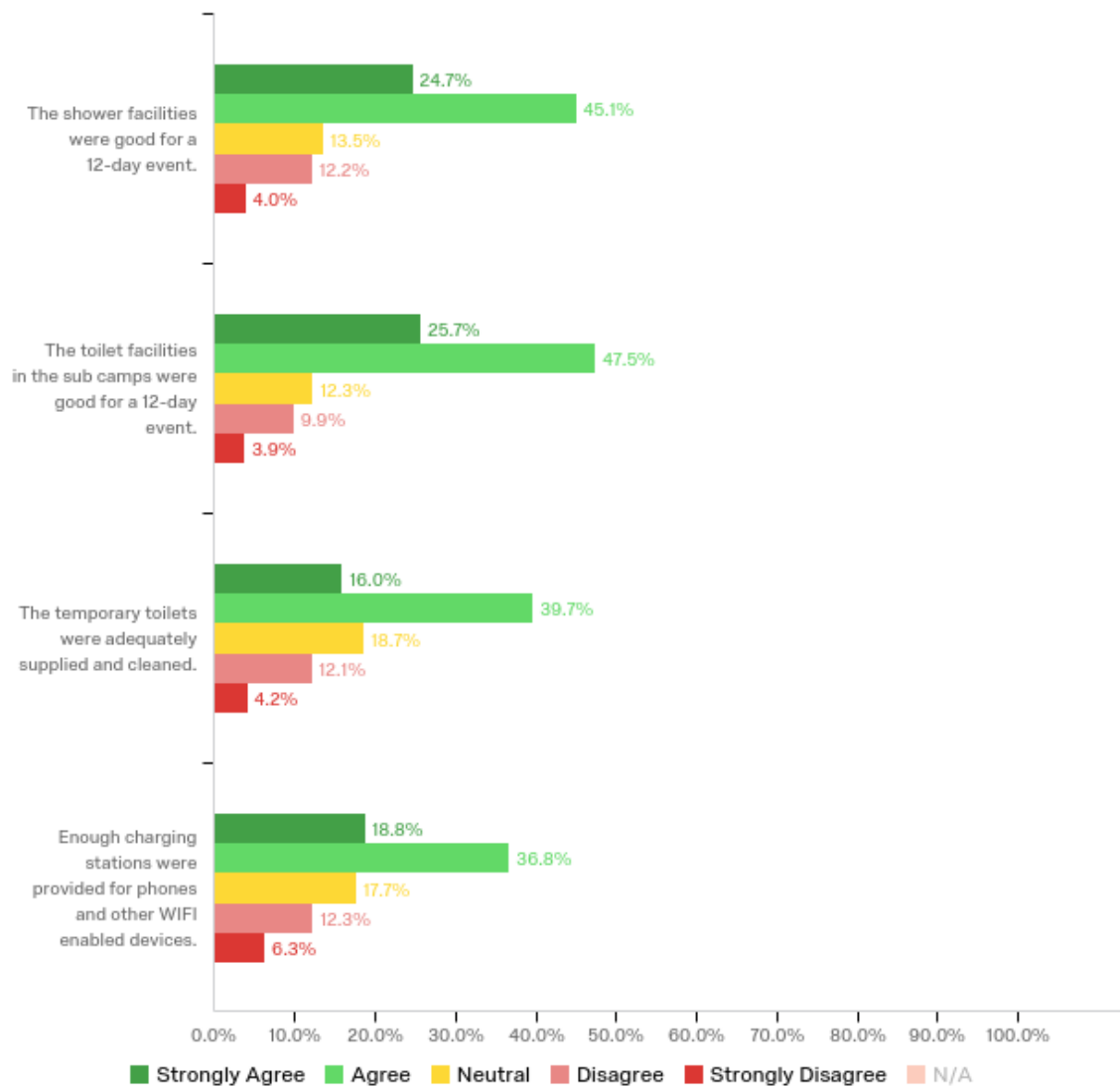


Base: 3,344 IST

Jamboree Facilities

Overall, IST agree or strongly agree the shower facilities (69.8%) and toilet facilities (73.8%) are adequate for a 12-day event. In addition, the majority agree that the port-a-toilets have been adequately cleaned and supplied (55.7%) and enough charging stations were provided (55.6%).

Please rate the extent to which you agree or disagree with each statement about the facilities.

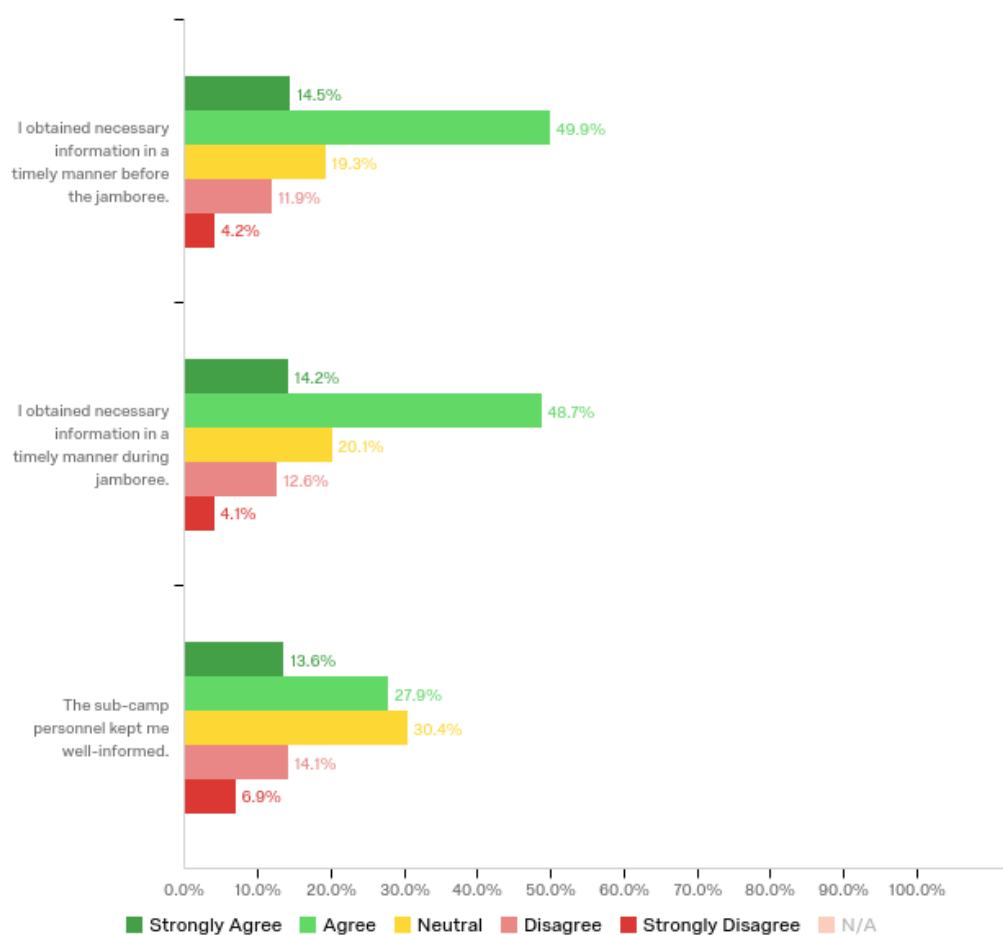


Base: 3,344 IST

Jamboree Communications

Around six out of 10 IST agree or strongly agree they obtained necessary information in a timely manner before and during jamboree. Only around 4 out of 10 say the sub-camp personnel kept them well-informed.

Please rate the extent to which you agree or disagree with each statement about the communications.

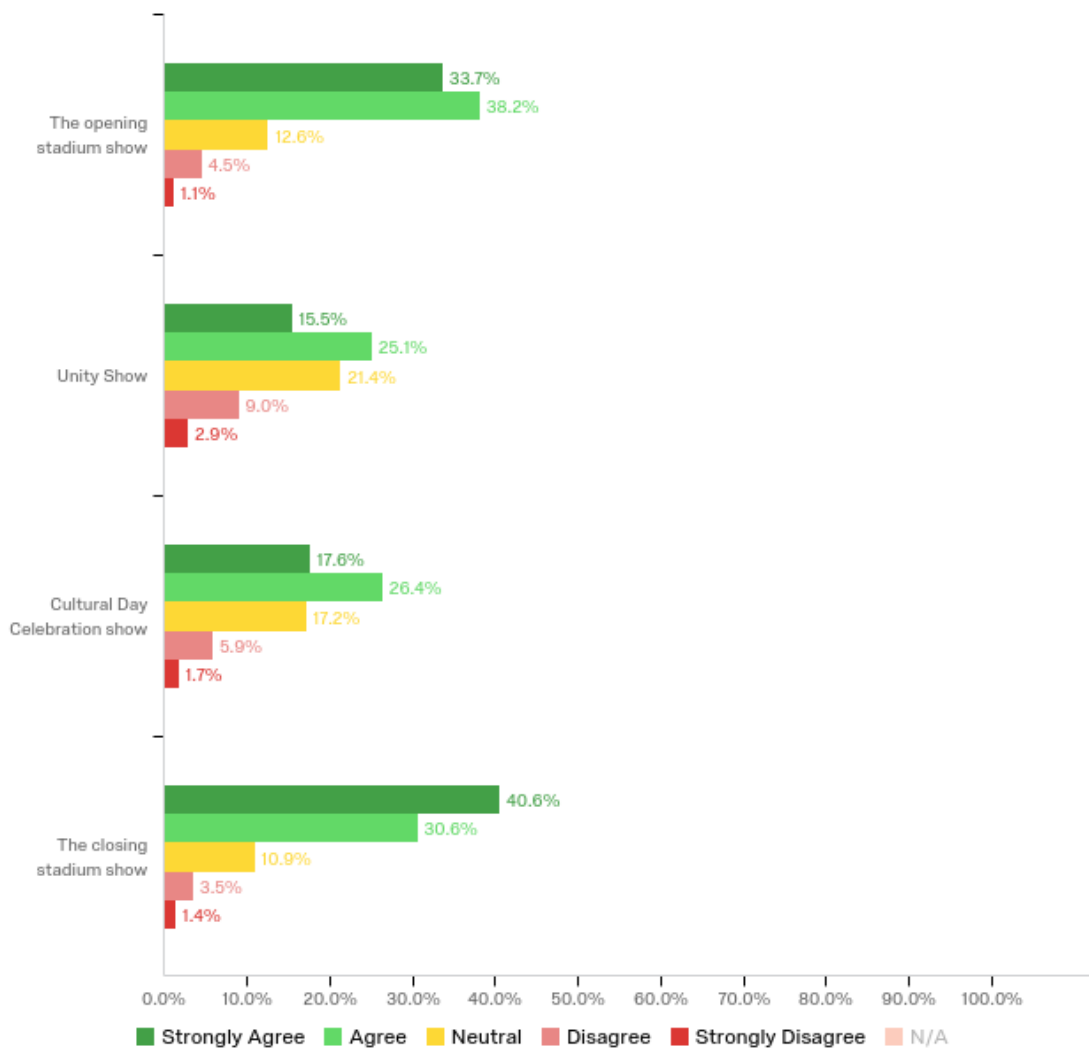


Base: 3,344 IST

Stadium Shows

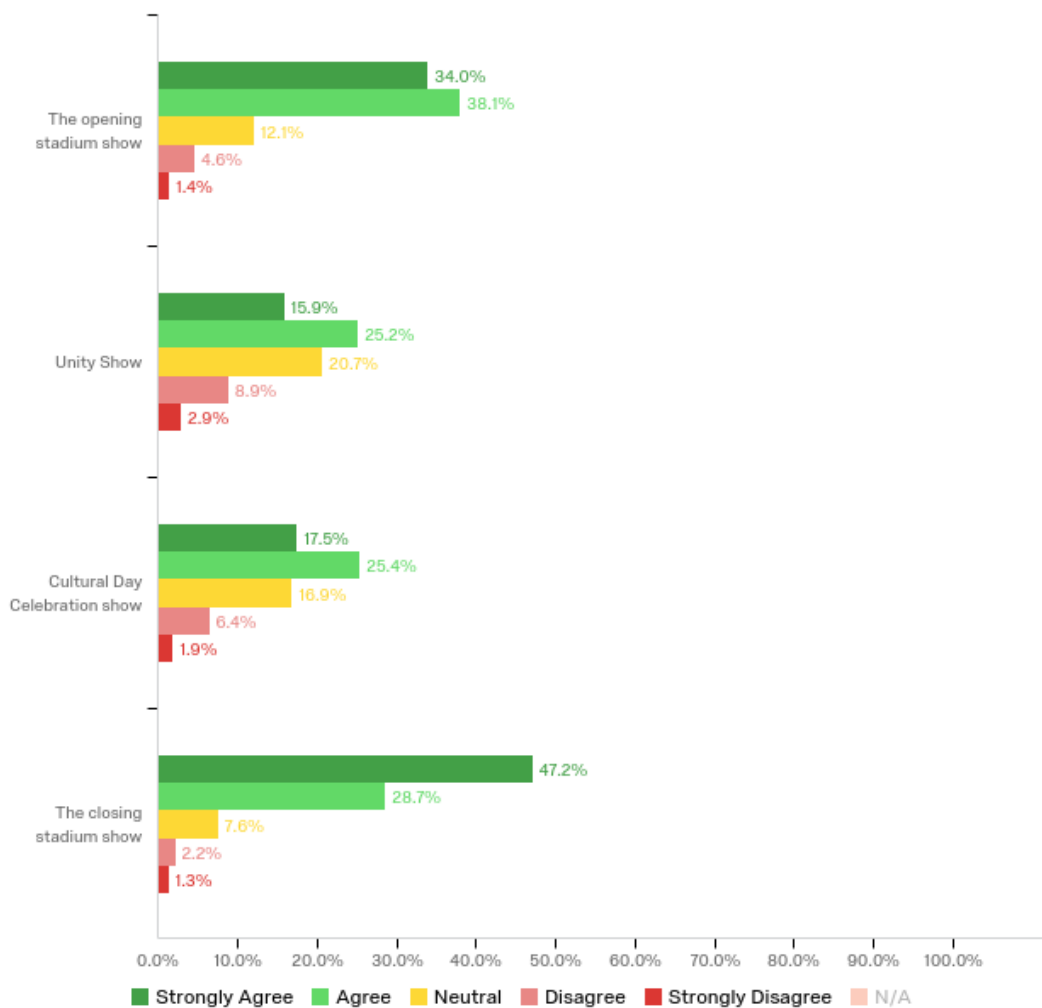
The majority of IST indicate the Opening and Closing stadium shows are inspiring and entertaining. However, fewer find the Unity or Cultural Day Celebration shows to be inspiring or entertaining.

Please rate the extent to which you agree or disagree each show was inspiring.



Base: 3,344 IST

Please rate the extent to which you agree or disagree each show was entertaining.

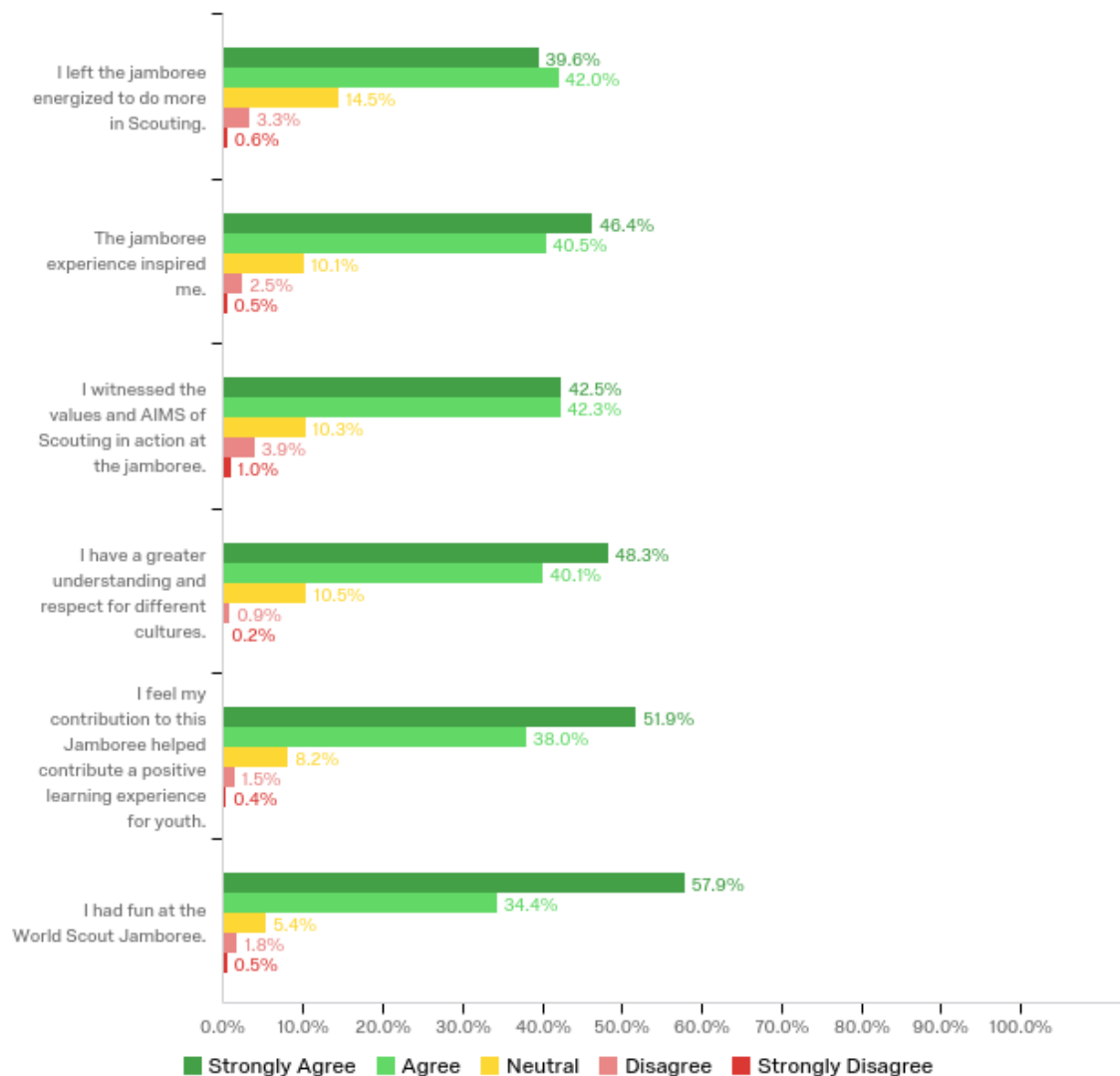


Base: 3,344 IST

Scouting Engagement and Future Plans

For IST, the World Scout Jamboree left them inspired, energized and ready to do more in Scouting including attending future World Scout Jamborees. The majority also say they have a deeper understanding and respect for other cultures, and this experience made them want to live more environmentally friendly.

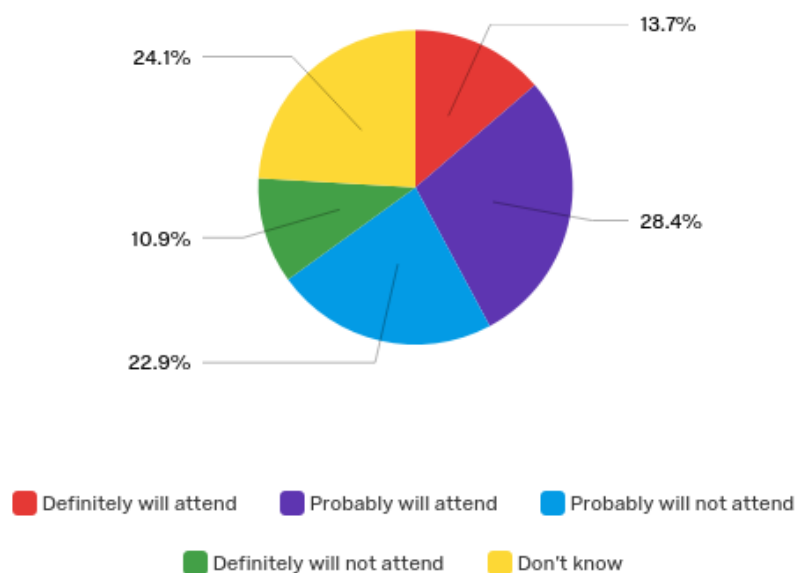
Please rate the extent to which you agree or disagree with each statement about the jamboree.



Base: 3,344 IST

The largest percentage of IST indicated that they definitely or probably will attend the 2023 World Scout Jamboree in South Korea (42.1%). Another 24 percent don't know if they will attend and about one-third indicate they will not attend.

Are you planning to attend the 2023 World Scout Jamboree, which will be held in South Korea?

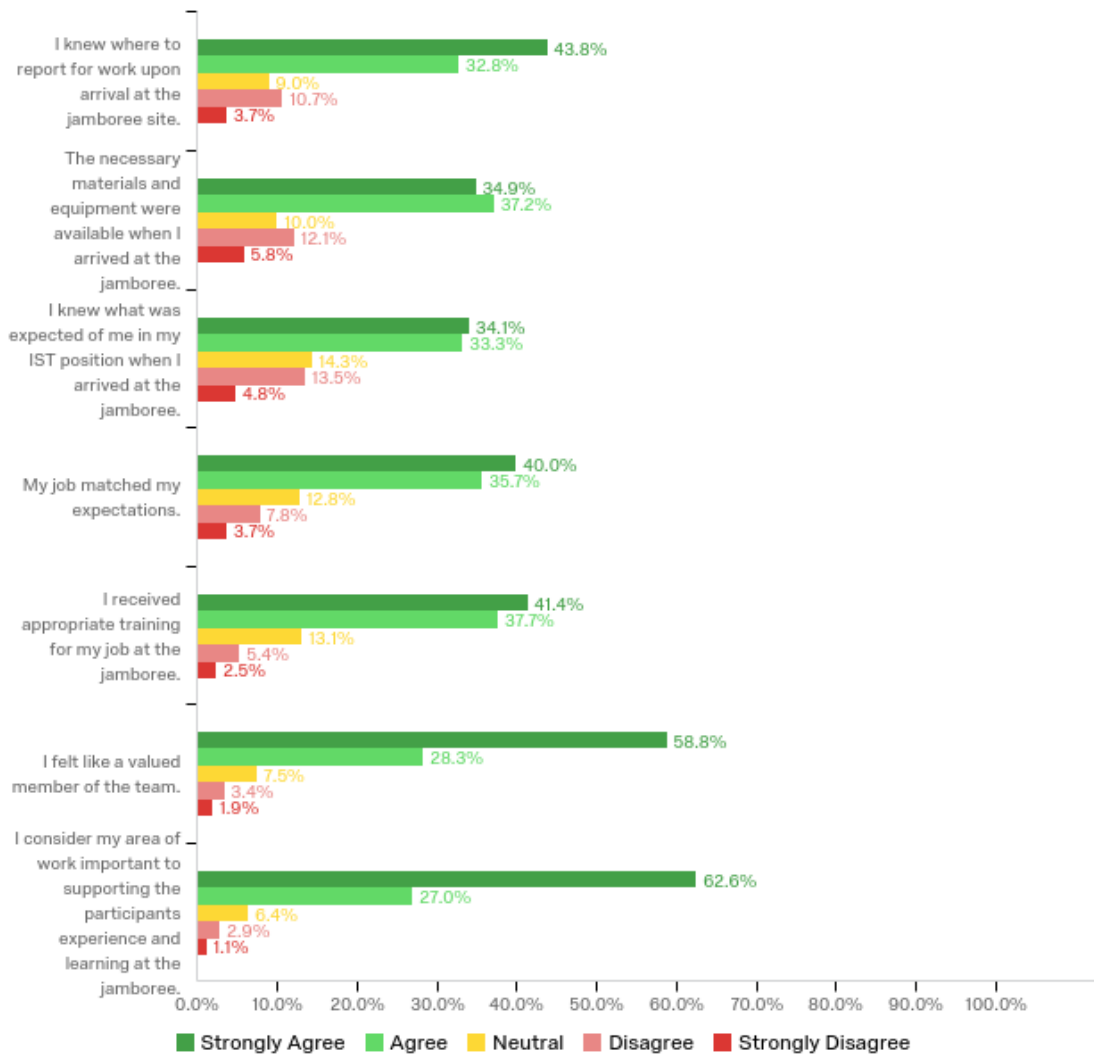


Base: 3,344 IST

Jamboree Work Area

More than eight out of 10 IST understood the connection of their job to supporting the participant experience and felt like a valued member of the team. More than seven out of 10 IST felt they received appropriate training for their job, knew where to report, had a job that met their expectations, and had the necessary equipment and materials to carry out their job. Most also knew what was expected of them in their position before they arrived at the Jamboree.

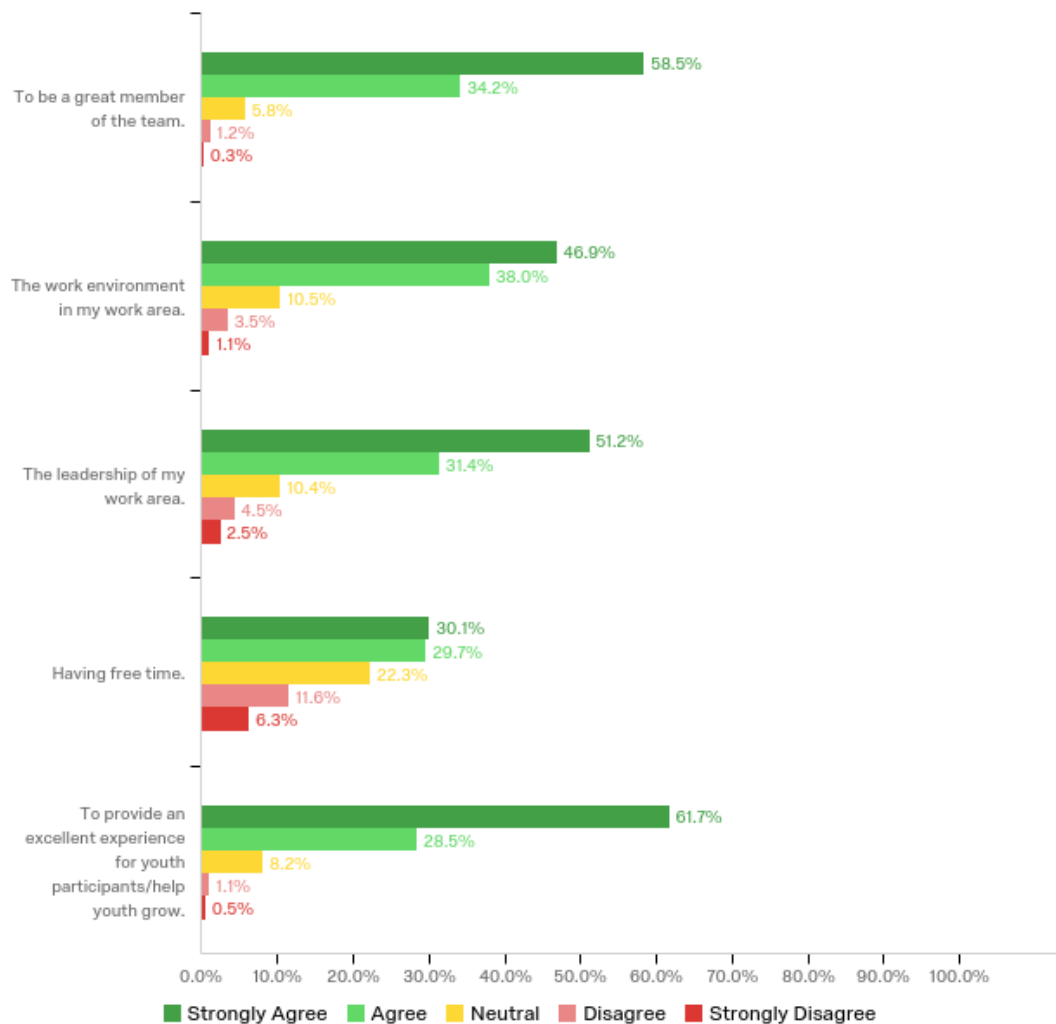
Please rate the extent to which you agree or disagree with each statement about your work area.



Base: 3,344 IST

IST were motivated to do their best because they wanted to be a great member of the team (92.7%), provide excellent service to youth (90.2%), they had a good work environment (84.9%), and they had leadership that motivated them to do their best (82.6%). Only 59.8 percent agree or strongly agree that having free time motivated them to do their best. Based on other answers this may be because many did not have free time or days off during the Jamboree.

To what extent do you agree or disagree that each of the following motivated you to do your best in your Jamboree job assignment?



Base: 3,344 IST

IST Differences by Region

Regional differences were only examined for those from the Interamerica and Europe regions as there are not enough individuals from each of the other regions for accurate comparisons.

Those from the Interamerica region were more likely to give higher ratings for every item with a few exceptions.

Those from Europe were more likely to agree there had been enough charging stations and the necessary materials and equipment were available when they arrived. In addition, both groups had equal levels of agreement when it came to the sub camp where they stayed being well run, having had fun, and the fact that having had access to free time motivated them to do their best.

Those from the Europe region were more likely to have learned about Jamboree from:

- Their local Scout group
- Friends
- Having attended a previous World Scout Jamboree.

While those from the Interamerica region were more likely to have heard from:

- Another Scout leader
- Attending Moot, National Jamboree, or another world event
- The World Scout Jamboree website.

In terms of why they attended the Jamboree, those from the Europe region were less likely to list:

- Having been encouraged to attend by local Scout representatives
- Wanting to experience the World Scout Jamboree as an adult
- Wanting to see the Summit Bechtel Reserve
- Wanting to give back to Scouting
- Wanting to reunite with old friends

Those from the Interamerica region were less likely to say they attended World Scout Jamboree because:

- They had been to one before and wanted to go to another one
- They wanted to network with other volunteers from across the world
- They wanted to visit/tour America

Those from the Interamerica region were more likely to have been appointed to a staff position less than three months after filing an application for a Jamboree staff position while those from the Europe region were more likely to have been a staff appointment made more than three months after applying.

In terms of the World Scout Jamboree website, those from the Interamerica region were more likely to have found all or most of the information they were looking for on it.

Those from the Europe region were more likely than those from the Interamerica region to say they would definitely or probably attend the 2023 World Scout Jamboree.

IST Differences by Gender

Not every record included a gender designation and only a small number had a designation other than male or female. Therefore, only differences between those who identified as male or female were examined.

Compared to males, female IST were more likely to agree:

- The housing check-in and running of the sub-camp where they stayed was good
- The shower facilities and the charging stations were good
- The Jamboree experience inspired them
- Having free time motivated them to do their best

Males were more likely to agree:

- They could find someone to answer their questions
- The maps and signs were helpful
- The food was good. This included the taste, quantity, options, and overall.
- The temporary toilets were good
- The opening and closing shows were inspiring
- They contributed to Jamboree success
- They knew where to report upon arrival and what was expected of them
- Their job matched their expectations
- They had received the appropriate training
- They were a valued member of the team
- Their work at the Jamboree was important.

Males were also more likely to agree they were motivated to do their best: to be a great member of the team because of their area leadership, and because they wanted to provide an experience to help participants/youth grow.

Males were more likely to have first learned of volunteer opportunities at Jamboree through:

- Their country's Scout Association
- Attending Moot, National Jamboree, or another world events.

And males were more likely to say they attended because they wanted to give back to Scouting, reunite with old friends, and see the Summit Bechtel Reserve and less likely than female IST to attend because they were encouraged by local Scout representatives

Females were more likely to have first learned of volunteer opportunities at Jamboree through:

- Friends
- Their local Scout group

And, females were more likely to attend because they wanted to network with other volunteers from across the world, they have been before and want to go again, and they want to visit/tour America.

Lastly, females are more likely to be from the Europe region, while males are more likely to be from the Interamerica region.

IST Differences by Work Group

Four work groups had enough individuals respond to the survey to examine differences - the Program Group, Logistics Group, Administration Group, and Operations Group. Overall, those in the Administration Group were the most satisfied, followed by those who worked in Operations. Those working in the Program Group appear to be the least satisfied.

Those in the Administration Group were the most likely to agree:

- The check-in process was good
- They were able to find someone to answer questions
- Breakfast was good
- The overall quality of the food was good
- The information before Jamboree was adequate
- The Opening Ceremony, Utility Show, and Cultural Day Celebration Shows were inspiring and entertaining
- They witnessed the values of Scouting in action
- They were inspired by the experience
- They knew where to report on arrival and where all the necessary materials and equipment was located
- They knew what was expected by them
- They had received the appropriate training
- They feel like a valued team member
- Their work environment was good
- The leadership of their work area was good
- They feel their work was important

Those in the Operations Group provided the second highest rating for almost every show in terms of entertainment and were the most likely to agree:

- The sub-camp was well run
- Sub-camp personnel kept them well-informed

Meanwhile, those in Operations were the least likely to agree:

- The shower and toilet facilities were good
- There was an adequate number of charging stations
- The information before and during Jamboree was good
- They knew what to expect on arrival
- They received appropriate training

Those in the Logistics Group were the least likely to agree:

- Enough food was provided
- The overall quality of the food was good
- The sub-camp personnel kept them well informed
- The Unity Show, Cultural Day Celebration Show, Opening Stadium Show, and Closing Stadium Show were inspiring and/or entertaining
- They gained a greater understanding of and respect for other cultures
- They contributed to the Jamboree
- They were valued as part of the team
- All of the listed factors (with the exception of having free time) increased their motivation

Those in Program were the least likely to agree:

- The overall quality of the food was good
- Lunches tasted good
- Lunches contained a good variety of foods
- The temporary toilets were good
- They felt valued as part of the team
- The Unity Show, Cultural Day Celebration Show, and Opening Stadium Show, were inspiring and/or entertaining
- The following factors increased their motivation: having free time, the leadership in their work area, the work environment in their area, and being a great member of the team.

Those in Program were the most likely to agree:

- Enough food was provided at dinner
- The dining hall hours worked with their schedules
- The sub-camp personnel kept them well informed

Those in Operations were the least likely to have learned of the opportunity to volunteer at Jamboree through attending Moot, National Jamboree, or another world event.

Those in Administration are the least likely to attend the 2023 World Scout Jamboree.

Those aged 18 through 20 were most likely to be in the Program group while those in Administration were least likely to be ages 21 through 25 and most likely to be ages 51 and up.

Those from Interamerica were most likely to be in Administration, while those from Europe were more likely to be in Program, Logistics, and Operations.

IST Differences by Age

Those aged 18 through 20 were the most likely to agree:

- Staff check-in was well organized
- They obtained necessary information in a timely manner during Jamboree
- They gained a greater understanding of and respect for different cultures
- They had fun
- Having free time motivated them to do their best

Those aged 18 through 25 were the most likely to say:

- The sub camp where they stayed was well run

Those ages 41 and over were the most likely to agree:

- Housing check-in was well organized
- Enough food was provided at breakfast
- Enough food was provided at dinner
- The Cultural Day Celebration Show was inspiring and entertaining
- The Closing Stadium Show was inspiring
- They contributed to a positive learning experience for youth
- The necessary materials and equipment were available on arrival
- They received the appropriate training
- The work environment in their area motivated them to do their best
- The leadership of their work area motivated them to do their best
- Providing an experience to help you grow motivated them to do their best

Those ages 51 and up were the most likely to agree:

- Dinners tasted good
- There were enough charging stations
- The Opening Stadium show was inspiring
- They knew where to report for work upon arrival
- They knew what was expected on them when they arrived
- Their job matched their expectations
- They felt like a valued member of the team
- Being a great member of the team motivated them to do their best

Those ages 61 and up were the most likely to agree:

- Breakfasts tasted good
- Lunches tasted good
- Lunches contained a good variety of foods
- They were able to meet their dietary requirements and restrictions
- The dining hall hours worked with their schedule
- The overall quality of the food was good
- The shower facilities were good
- The Unity Show was inspiring and entertaining

Those aged 18 through 20 were the least likely to agree:

- They could easily find someone to answer their questions at Jamboree
- The maps and signs made it easy to get around
- The shower facilities were good
- The toilet facilities were good
- The Opening Stadium show was entertaining
- They knew where to report for work upon arrival

Those aged 18 through 25 were the least likely to agree:

- Breakfasts tasted good
- Lunches tasted good
- Lunches contained a good variety of foods
- They were able to meet their dietary requirements and restrictions
- They knew what was expected of them when they arrived
- Their area of work was important to the experience at Jamboree
- Being a great member of the team motivated them to do their best
- Providing an experience to help you grow motivated them to do their best

Those aged 21 through 25 were the least likely to agree:

- Staff check-in was well organized
- The overall quality of the food was good
- The Jamboree experience inspired them
- They witnessed the values and aims of Scouting in action

Those ages 41 and up were the least likely to agree:

- They obtained necessary information in a timely manner before Jamboree
- Having free time motivated them to do their best

Those ages 61 and up were the least likely to agree:

- To leave feeling energized to do more in Scouting
- Their area of work was important to the experience at Jamboree

In terms of how they learned about the opportunity to volunteer at Jamboree:

- Those ages 18-25 were more likely to have learned through their local Scout group and their friends,
- Those ages 21-40 were more likely to have learned by attending a previous jamboree
- Those aged 51 and up were more likely to have learned through attending Moot, National Jamboree, or another world event.
- Those 41 and up were more likely to have learned through another Scout leader

Those aged 20 through 40 were most likely to have learned of the opportunity to be on the staff before 2016.

Those aged 18-25 were the most likely to have never visited the World Scout Jamboree website.

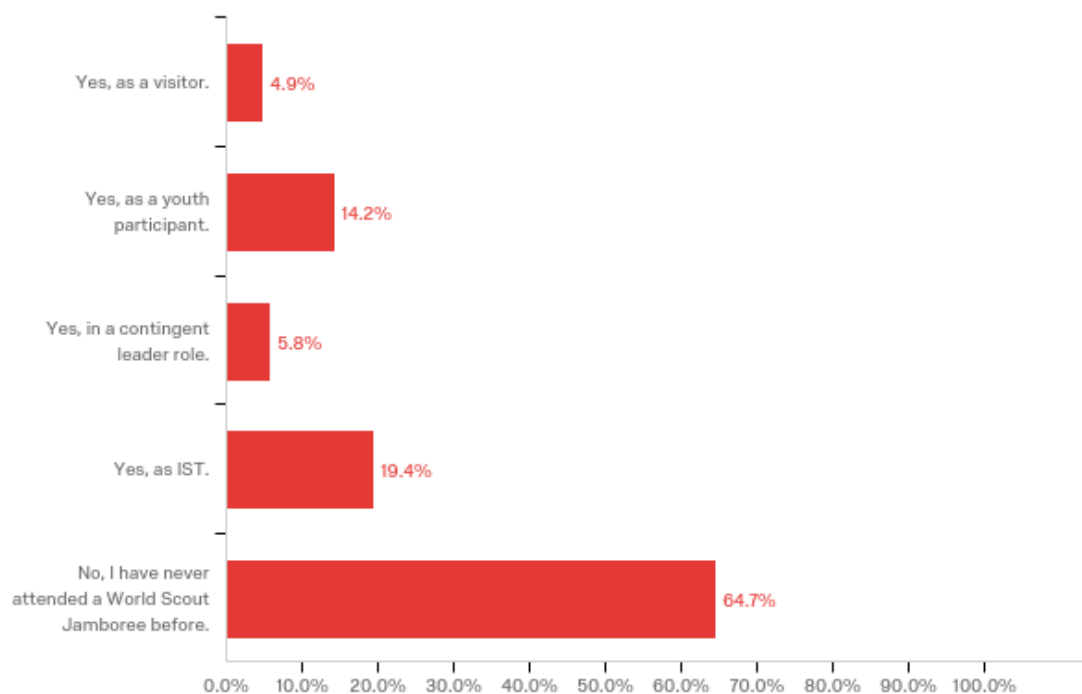
Those aged 18 through 40 were more likely to be from Europe while those ages 41 and up were most likely to be from Interamerica.

Those ages 51 and up were the least likely to say they would definitely or probably attend the 20263 World Scout Jamboree.

DEMOGRAPHICS

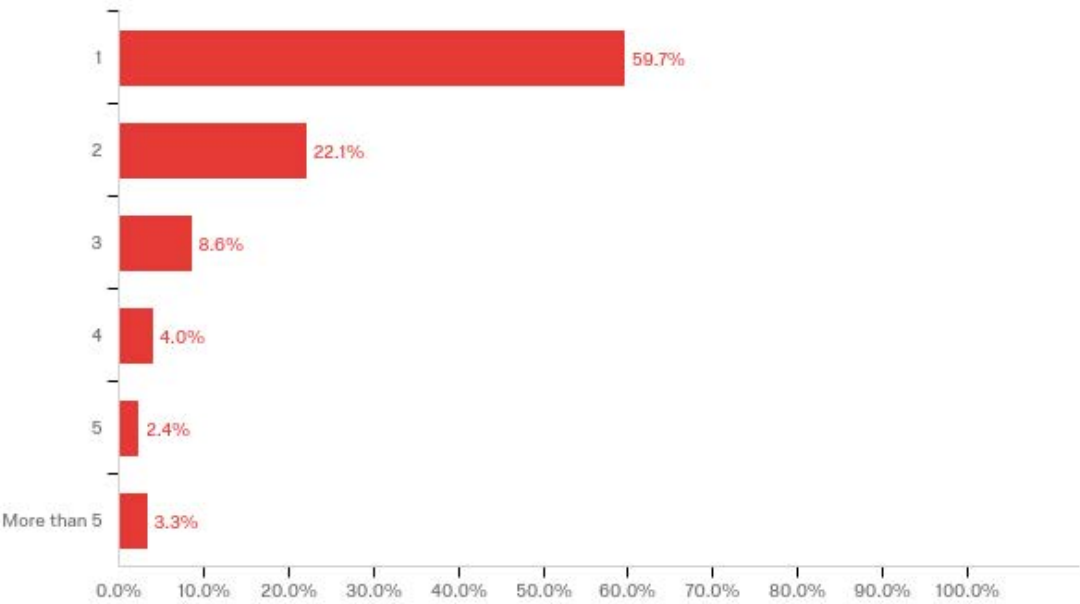
Previous Jamboree Attendance

Have you attended a World Scout Jamboree prior to the 2019 jamboree? (Select all that apply.)



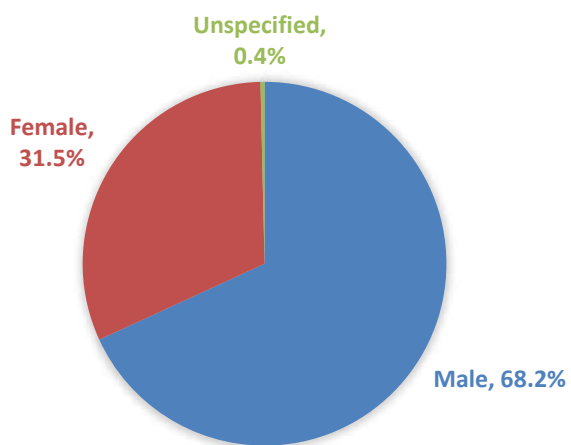
Base: 3,344 IST

In all, how many World Scout Jamborees have you attended before this one?

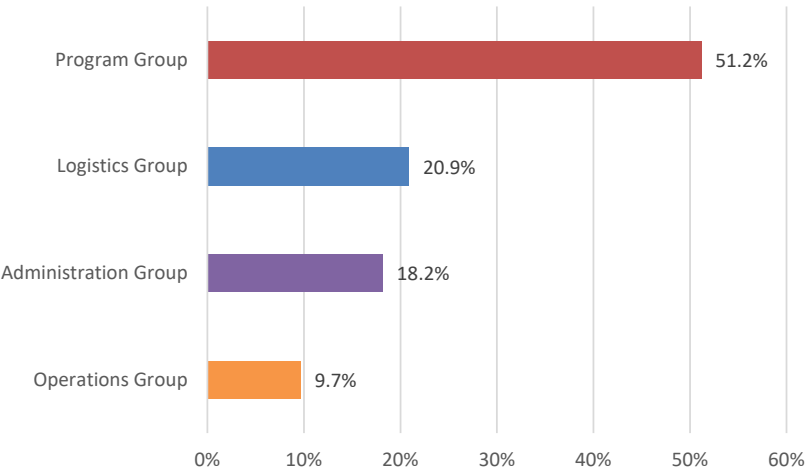


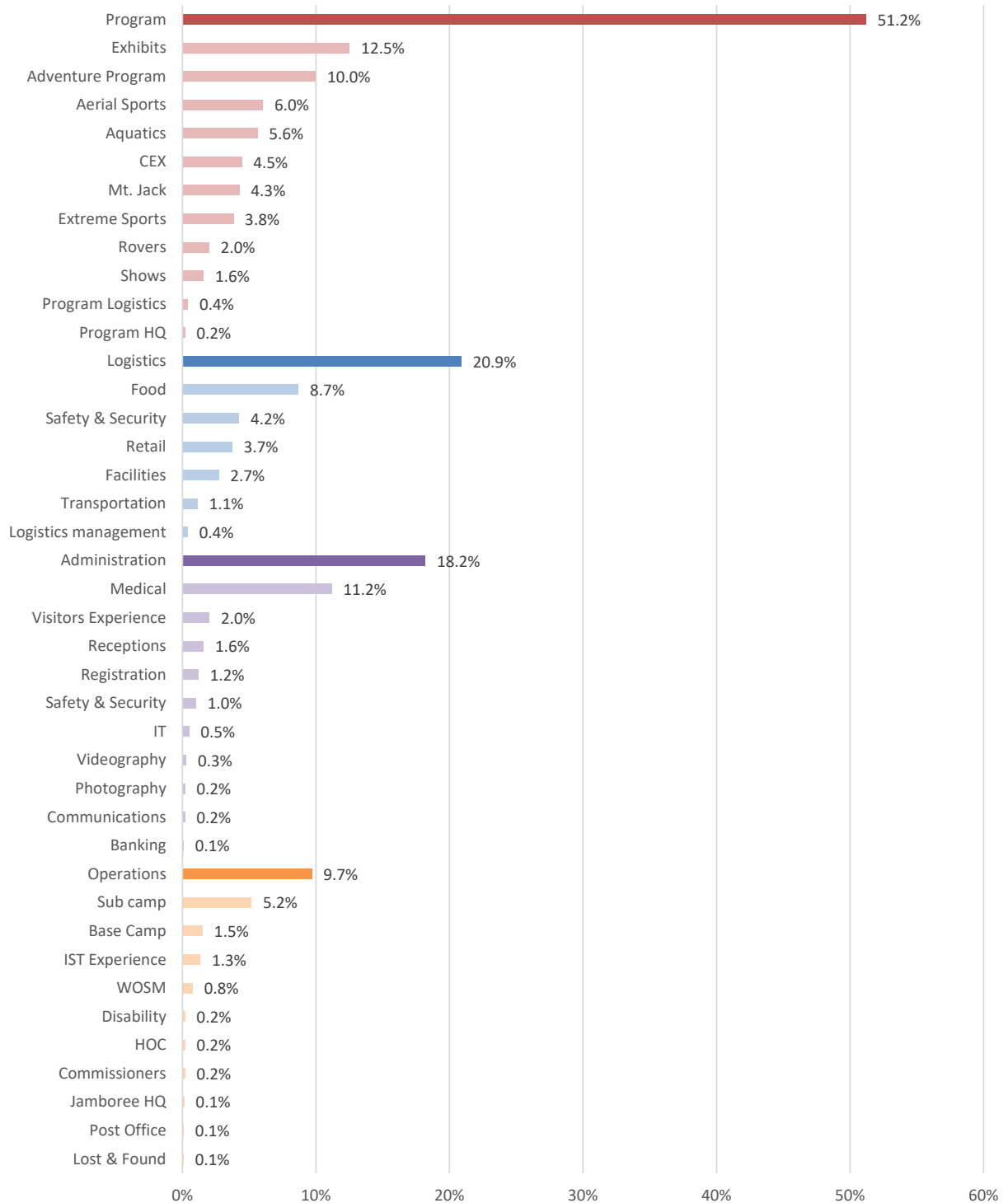
Base: 1,181 IST

Gender

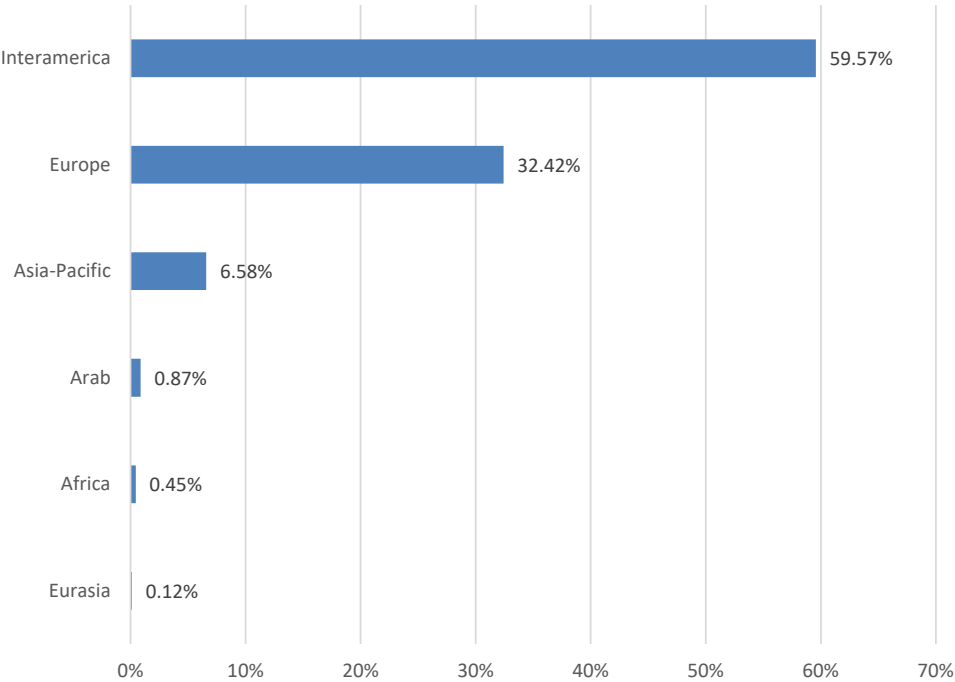


Work Assignment





Region





UNIT LEADER 2019 WSJ SURVEY



Unit Leader 2019 WSJ Survey

September, 2019



BOY SCOUTS OF AMERICA®

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METHODOLOGY

Management of the 2019 World Scout Jamboree and the World Scout Organization are interested in evaluating the Jamboree experience of those who planned, executed, and participated in the event. Overall, they want to better understand the impact of this event on a Scout or Scouter's perception of the Scouting movement, and their likelihood to be inspired to do more in Scouting.

In addition, the management team is interested in information that will continuously improve the World Scout Jamboree experience. Specific areas of inquiry include:

- Determining the likelihood to recommend attending future World Scout Jamborees to others;
- Understanding the level of satisfaction with logistical support provided by the host countries;
- Ascertaining Scouts and Scouters satisfaction with communication before and during the Jamboree;
- Identifying how well the Jamboree theme and key concepts have been reflected in the activities and events of the Jamboree;
- Discerning how well the educational and Scouting objectives for youth have been delivered;
- Ascertaining the level of satisfaction with activities, events, and shows;
- Understanding the perceived effectiveness of Jamboree safety rules, policies, and procedures;
- Determining satisfaction with the Jamboree App and technology usage during the event.

To meet the objectives of this study, the Jamboree Planning Team (JPT), Heads of Contingent (HOC), Contingent Management Team members (CMT), International Service Team members (IST), Unit leaders, and Youth participants were sent surveys on August 2, 2019. Reminders were sent on August 15 to those who had not completed their survey, and another reminder was sent on August 23 stating they had only 24 hours before the survey closed. Below is a table showing the response rates for each of the groups surveyed.

Survey group	Emails Sent	Total Responses	Response rate
HOC	143	30	21.0%
JPT	568	280	49.3%
CMT	1,103	429	38.9%
UNIT LEADERS	3,099	1,376	44.4%
IST	7,395	3,344	45.2%
YOUTH	25,411	6,700	26.4%
Parents	6,700*	3,365	50.2%

*Parents were given a chance to answer a few questions at the end of the youth survey.

This report contains the findings from the Unit Leader survey responses. When present, differences by gender, age, and WOSM region are included in the analysis.

EXECUTIVE SUMMARY

Overall, unit leaders had a positive experience at the World Scout Jamboree as evidenced by:

- Unit leaders' NetPromoter Score is 59.9 which is in the excellent range. Sixty-eight percent are promoters and eight percent are detractors.
- Three-fourths or more of unit leaders agree or strongly agree with the climate statements about their troop, the people they met, sub-camp staff, their IST interactions, and the safety at the jamboree.
- More than nine out of 10 unit leaders downloaded and used the Jamboree app and found it to be very or somewhat useful.
- More than nine out of 10 unit leaders also agree or strongly agree that a good variety of activities had been offered.
- More than eight out of 10 unit leaders agree or strongly agree they took part in activities promoting Scout friendship worldwide, Scouts provided service to others at the Jamboree, and the opening and closing stadium shows are inspiring and entertaining.
- More than seven out of 10 youth agree or strongly agree the Global Development Village and World Scout Center exhibits are great, Scouts acted according to the Scout Oath and Law, and the Cultural Day Celebration was inspiring, .

The event also achieved the goal of connecting unit leaders to the Scouting mission and increasing the likelihood of future engagement in Scouting as evidenced by:

- More than nine out of 10 agree or strongly agree the World Scout Jamboree made them feel like they are part of something bigger than themselves.
- More than eight out of 10 agree or strongly agree they have a greater understanding and respect for different cultures, the Jamboree experience inspired them, and they left Jamboree energized to do more in Scouting.
- More than seven out of 10 agree or strongly agree they witnessed the values AIMSs of Scouting in action at the Jamboree and they would like to attend another World Scout Jamboree.

Although the experience overall is positive, areas that received low scores from unit leaders include:

- The Jamboree food, specifically:
 - One out of 5 agree or strongly agree the grocery stores are adequately stocked,
 - Around one-third agree or strongly agree the menus include food they like and they are able to meet their dietary requirements or restrictions.
- Around one-fourth agree or strongly agree enough charging stations are provided for electronic devices and the cost of items in the trading post is reasonable
- Fifteen percent agree or strongly agree the lines for activities are reasonable.

Statistically significant difference by gender, age, and WOSM region include:

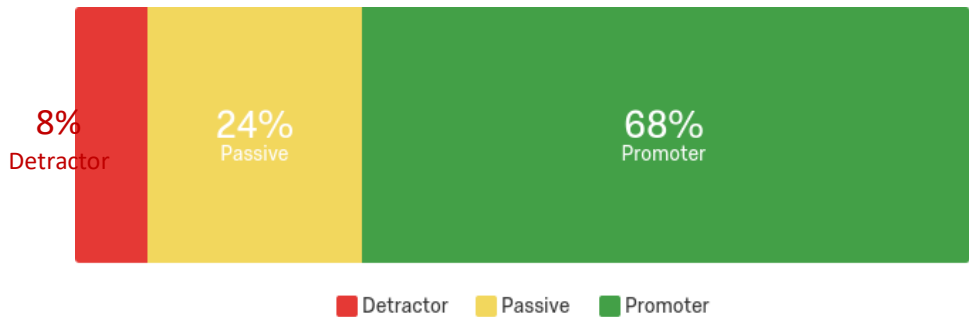
- Male unit leaders tend to be more satisfied with the World Scout Jamboree overall, while female unit leaders are more likely to enjoy the shows and to have taken advantage of the opportunity to travel either before or after Jamboree.
- Overall, the younger the unit leader, the less satisfied they with World Scout Jamboree. This is especially the case for those aged 18-25. This age group is less satisfied with the food, appear to be less inspired by Scouting, and are less likely to agree they saw Scouting values in action at the World Scout Jamboree. Those over the age of 55 are the least likely to enjoy the exhibits and events related to different cultures.
- Those from Interamerica appear to be the most satisfied with their World Scout Jamboree experience. They are the happiest with the food, shows, and activities. Those from Europe are the least satisfied with the food, activities, and the information provided and did not seem to see as much Scouting in action.

DETAILED FINDINGS

Recommending the World Scout Jamboree

The 2019 World Scout Jamboree Net Promoter Score for unit leaders is 59.9 which is in the excellent range. Sixty-eight percent of unit leaders are Promoters, giving a rating of 9 or 10 on the 10-point scale. These are leaders who will proactively speak to others about their great experience at the World Scout Jamboree. Twenty-four percent are Passive, giving a rating of 7 or 8 on the 10-point scale. They may tell others about their experience but will not be as exuberant brand ambassadors as the Promoters. And, eight percent are Detractors giving a rating of 6 or less on the 10-point scale. These individuals may talk about their experience and will have negative things to say about the experience.

Overall, how likely are you to recommend attending a World Scout Jamboree to other Scout leaders?



Base: 1,376 Unit Leaders

If all respondents rate a “6” or lower, NPS would be -100

Detractors



0-6

Passives



7-8

Promoters



9-10

If all respondents rate a “9” or “10,” NPS would be 100

Among unit leaders who wrote in a reason for selecting their recommend rating, the following answers were given:

Promoters (Rating of 9 or 10)

- World Scout Jamboree is an awesome/amazing/great experience (100.0%)
- They enjoy the cultural exchange and learning about other Scouting organizations (61.9%)
- They are disappointed they could not participate in the high adventure activities (22.6%)
- They met new people and now have international Scouting friends (12.3%)

Passives (Rating of 7 or 8)

- World Scout Jamboree is an awesome/amazing/great experience (81.4%)
- They are disappointed they could not participate in the high adventure activities (69.6%)
- The cost of attending the World Scout jamboree is high (26.3%)
- They enjoy the cultural exchange and learning about other Scouting organizations (22.8%)

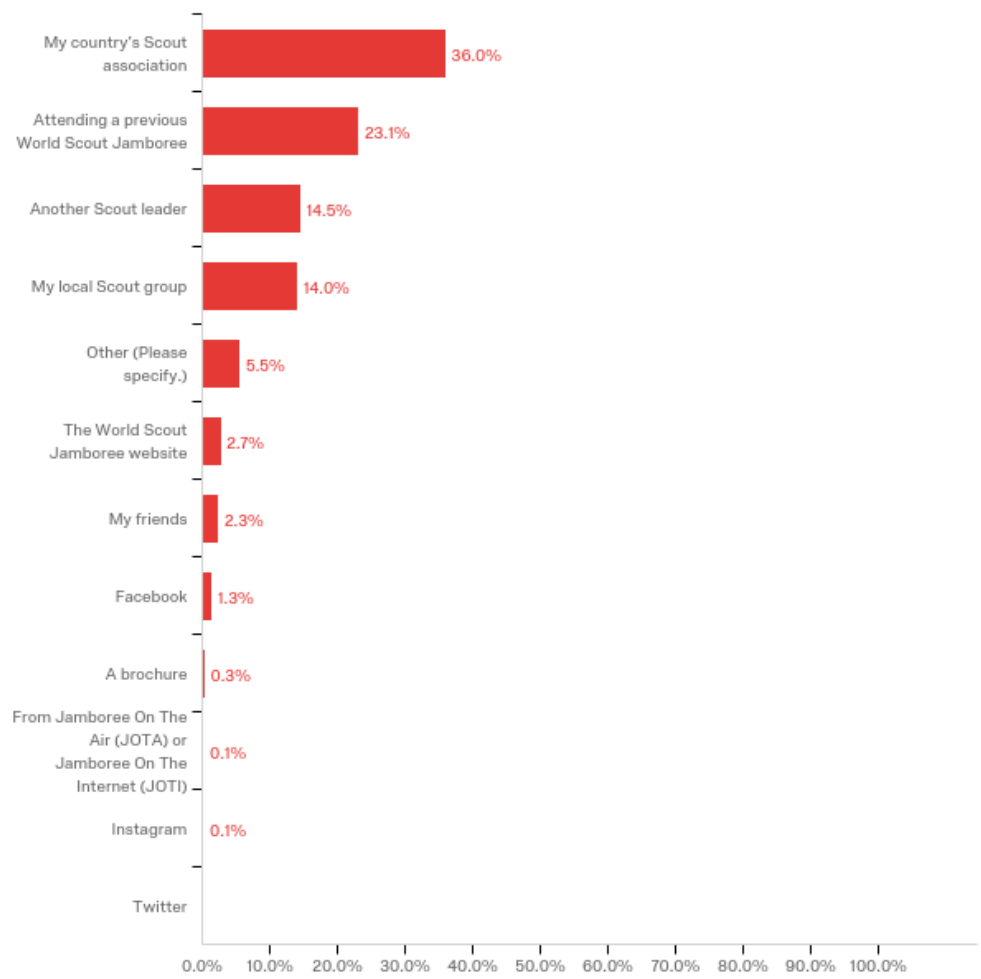
Detractors (Rating of 6 or less)

- They are disappointed they could not participate in the high adventure activities (100.0%)
- World Scout Jamboree is an awesome/amazing/great experience (41.8%)
- They enjoy the cultural exchange and learning about other Scouting organizations (19.4%)
- The cost of attending the World Scout jamboree is high (11.2%)

Learning about the Jamboree

The largest percent of unit leaders first learned of the opportunity from their country’s Scout association or from attending previous World Scout Jamborees. Few first learned of the opportunity through social media sources.

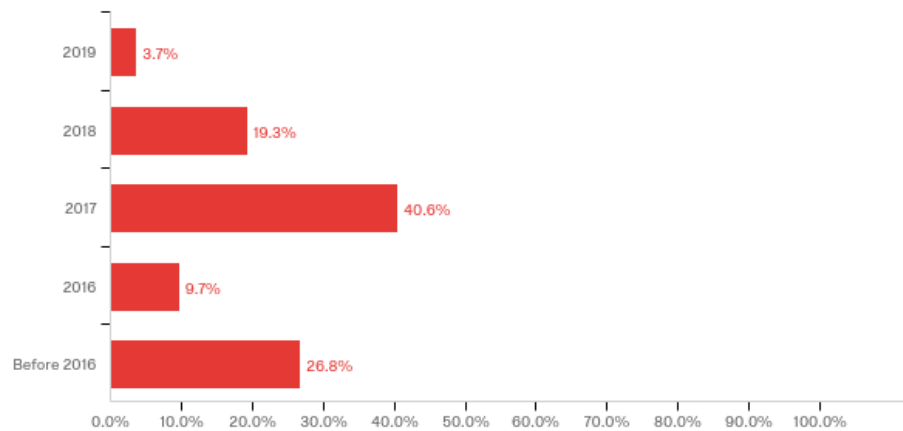
I first learned of the opportunity to be a unit leader at this Jamboree from...



Base: 1,376 Unit Leaders

Most unit leaders learned of the opportunity in 2017. In addition, about one-third of leaders learned of the opportunity before 2017.

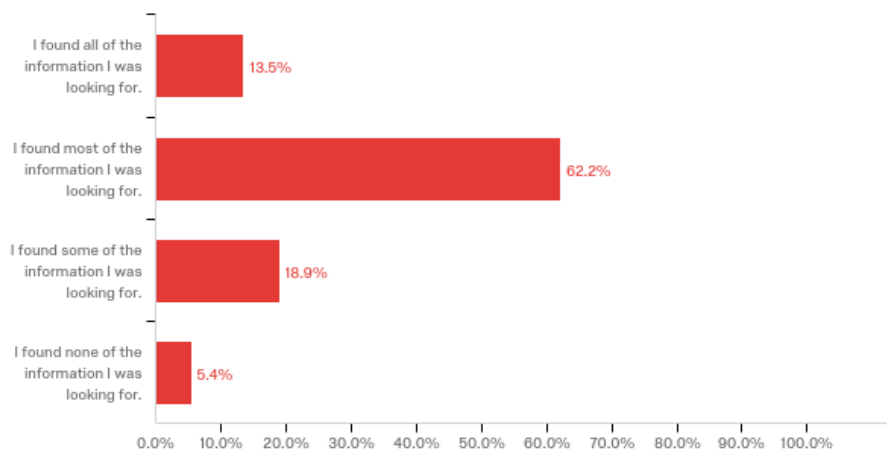
When did you first learn of the opportunity to be a troop/crew/post leader at this Jamboree?



Base: 1,376 Unit Leaders

Those who learned about the opportunity to be a unit leader at the World Scout Jamboree through the Jamboree website say they found most of the information they were looking for on the site.

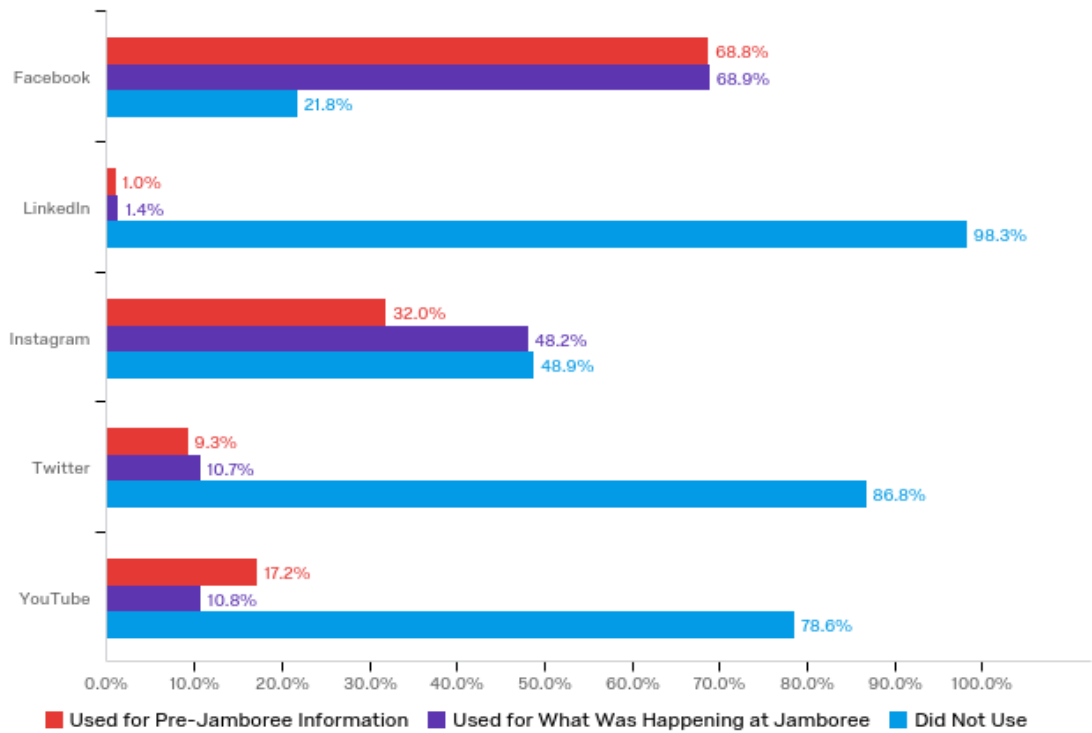
Which of the following best describes your experience on the World Scout Jamboree website?



Base: 37 Unit Leaders who first learned of the opportunity through the website

Social Media

Facebook was most often used to keep Scouts and parents informed pre-Jamboree and during Jamboree. During the Jamboree Instagram was also commonly used by unit leaders to keep parents informed.

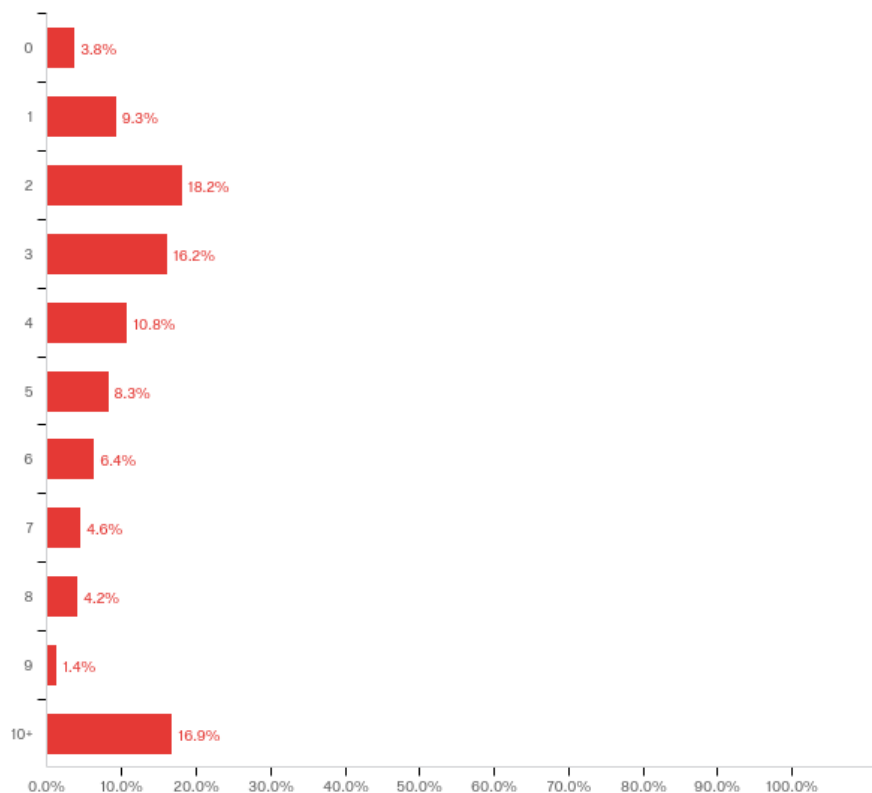


Base: 1,376 Unit Leaders

Preparing for the Jamboree

More than nine out of 10 unit leaders (96.2%) report their Jamboree troops meet to prepare for the World Scout Jamboree experience. Jamboree troops met an average of 5 times to prepare for the event.

How many times did your Jamboree troop meet to prepare for the Jamboree experience?

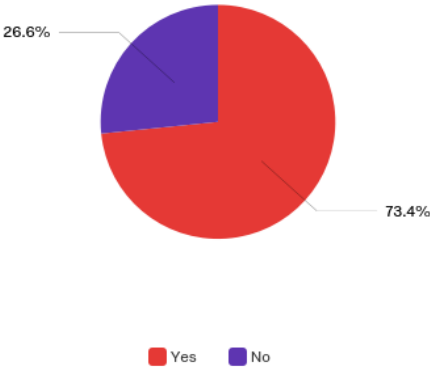


Base: 1,376 Unit Leaders

Pre/Post-Jamboree Trip

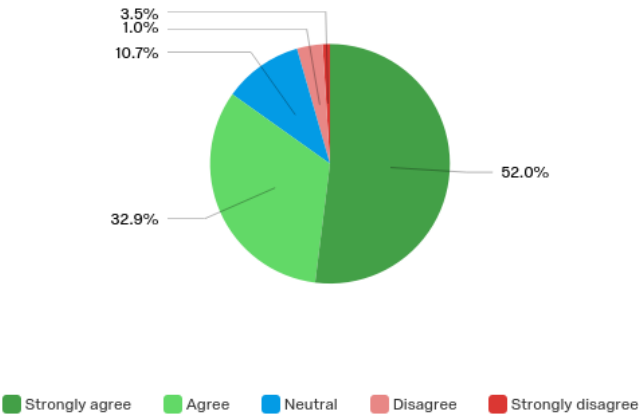
More than seven out of 10 troops spent at least two days touring before or after the Jamboree. Among unit leaders who participated in these tours, more than eight out of 10 agree it increased or greatly increased their overall satisfaction with their Jamboree experience.

Did your Jamboree troop spend at least two days touring before or after attending the Jamboree?



Base: 1,376 Unit Leaders

Overall, the pre/post trip greatly increased my overall satisfaction with my Jamboree experience.

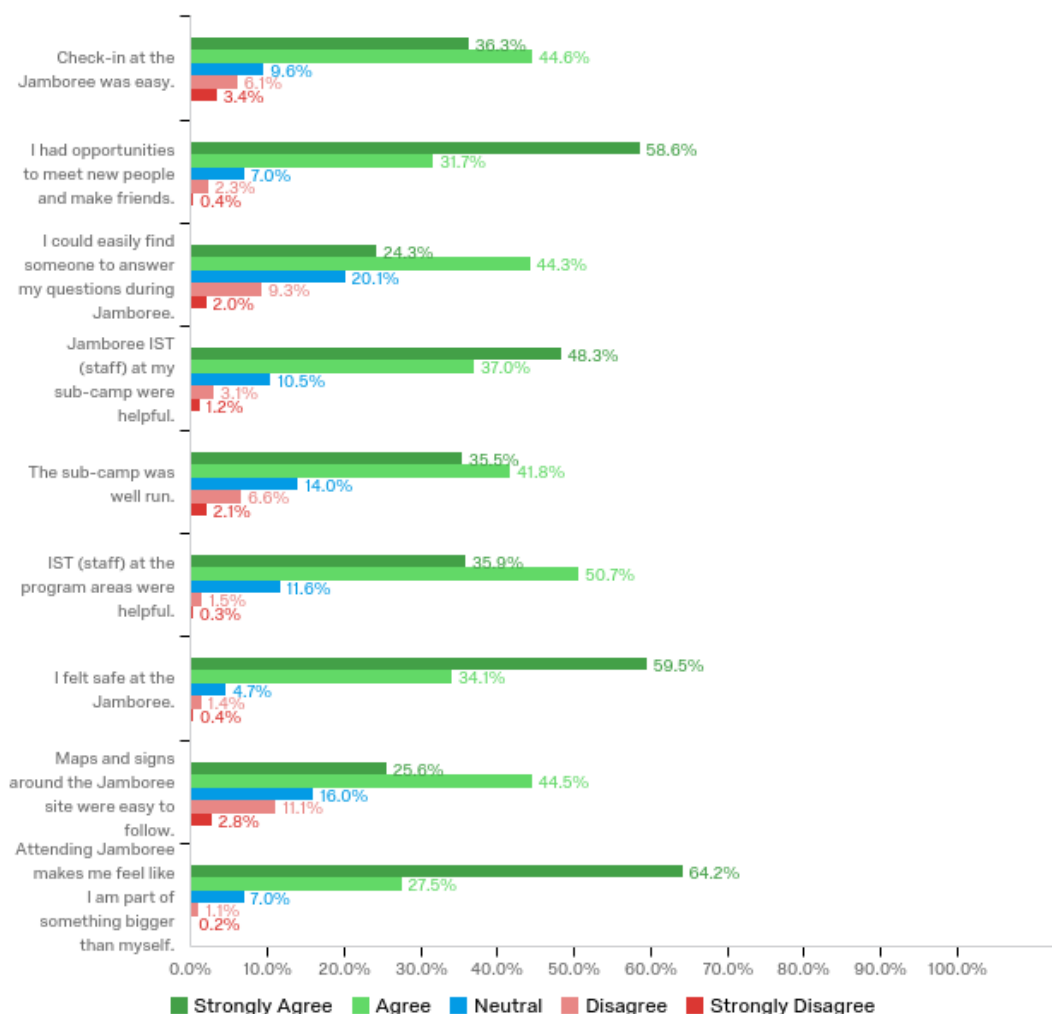


Base: 1,010 Unit Leaders whose troop had a pre/post trip

Jamboree Site and People

Overall, the majority of unit leaders agree or strongly agree with each statement about the Jamboree site and people. More than nine out of ten agree or strongly agree they felt safe at the jamboree, they felt like they were part of something bigger than themselves, and they had opportunities to make new friends. More than eight out of 10 agree or strongly agree the IST in the program areas and the sub-camps were helpful and check in at the Jamboree was easy.

Please rate the extent to which you agree or disagree with each statement.

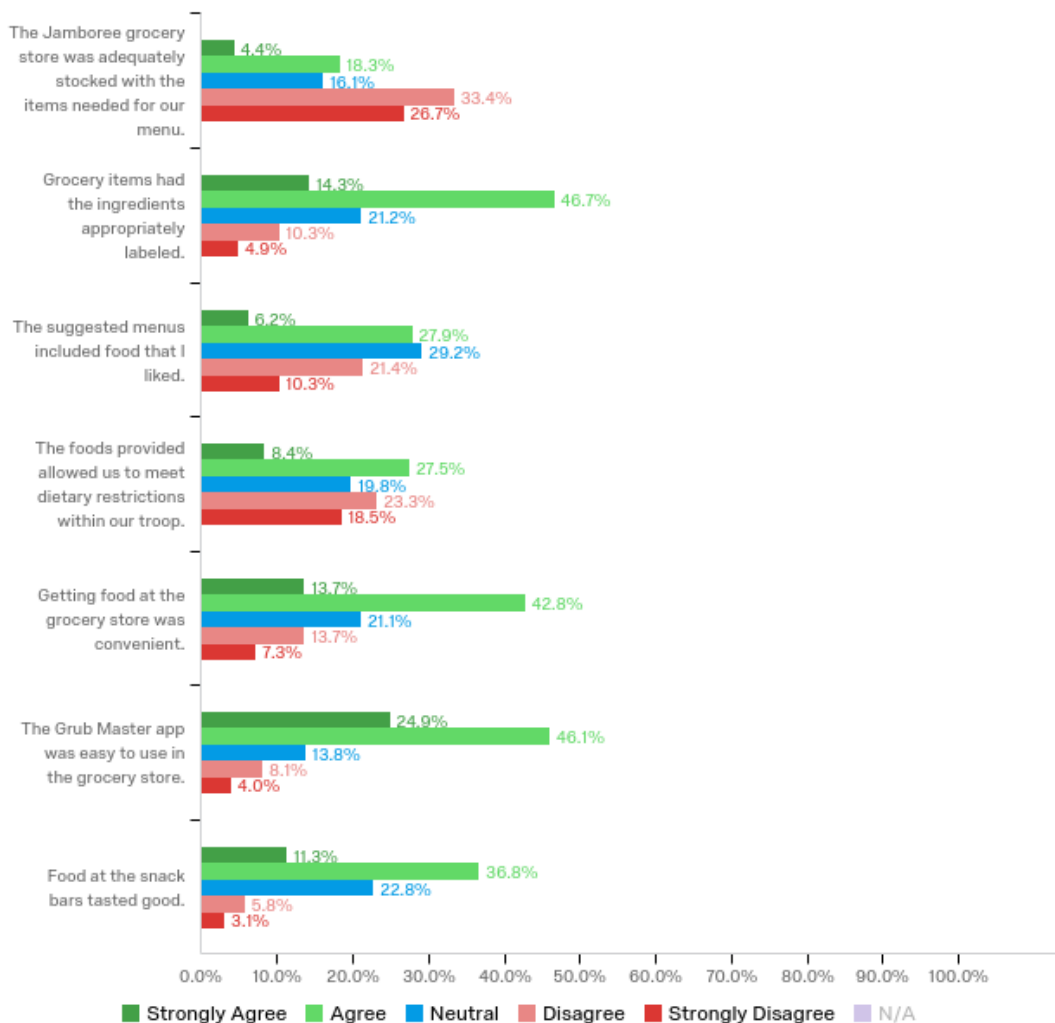


Base: 1,376 Unit Leaders

Jamboree Food

The Grub Master app is the most highly rated item for food with 71 percent agreeing or strongly agreeing that the app is easy to use. Fewer unit leaders agree or strongly agree the food provided allowed them to meet dietary restrictions (35.9%), the suggested menus included food they liked (34.1%), and the grocery store is adequately stocked with items needed for their menu (22.7%).

Please rate the extent to which you agree or disagree with each statement about the food.

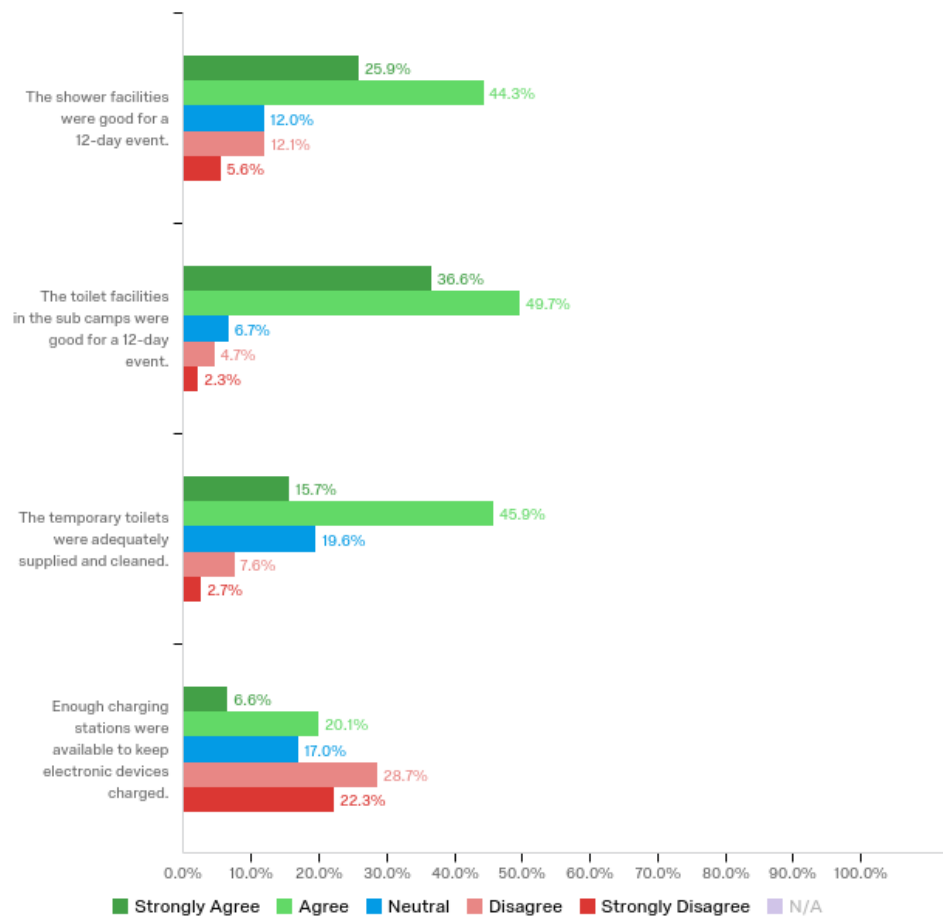


Base: 1,376 Unit Leaders

Jamboree Facilities

Overall, unit leaders agree or strongly agree the shower facilities and toilet facilities are adequate for a 12-day event. In addition, the majority agree that the port-a-toilets have been adequately cleaned and supplied. In contrast, only slightly more than one-fourth agree or strongly agree enough charging stations have been provided.

Please rate the extent to which you agree or disagree with each statement about the facilities.

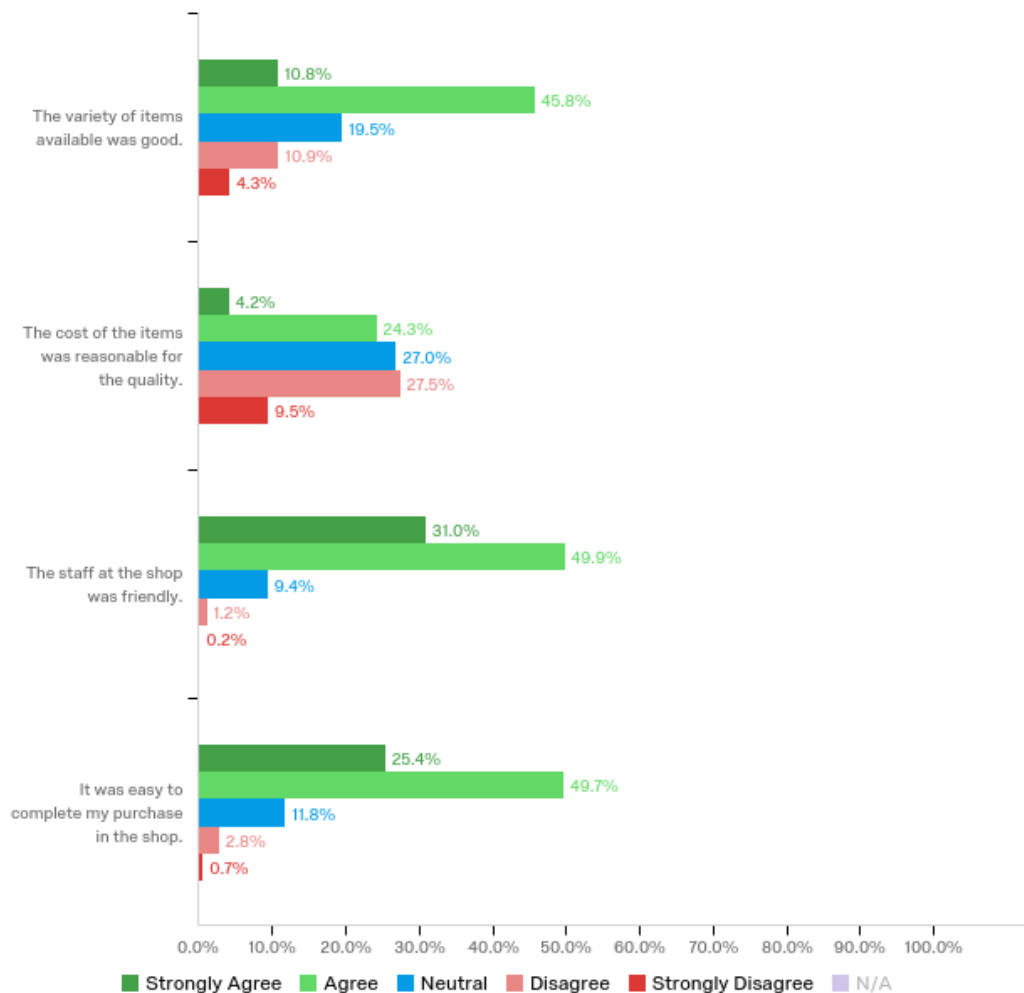


Base: 1,376 Unit Leaders

New World Market/Trading Post

More than eight out of 10 unit leaders who visited the New World Market say the staff were friendly and more than seven out of 10 agree or strongly agree it was easy to complete a purchase. More than half also indicate a good variety of items are available for purchase. However, slightly fewer than three out of 10 agree or strongly agree the cost of items is reasonable for the quality.

Please rate the extent to which you agree or disagree with each statement about the New World Market

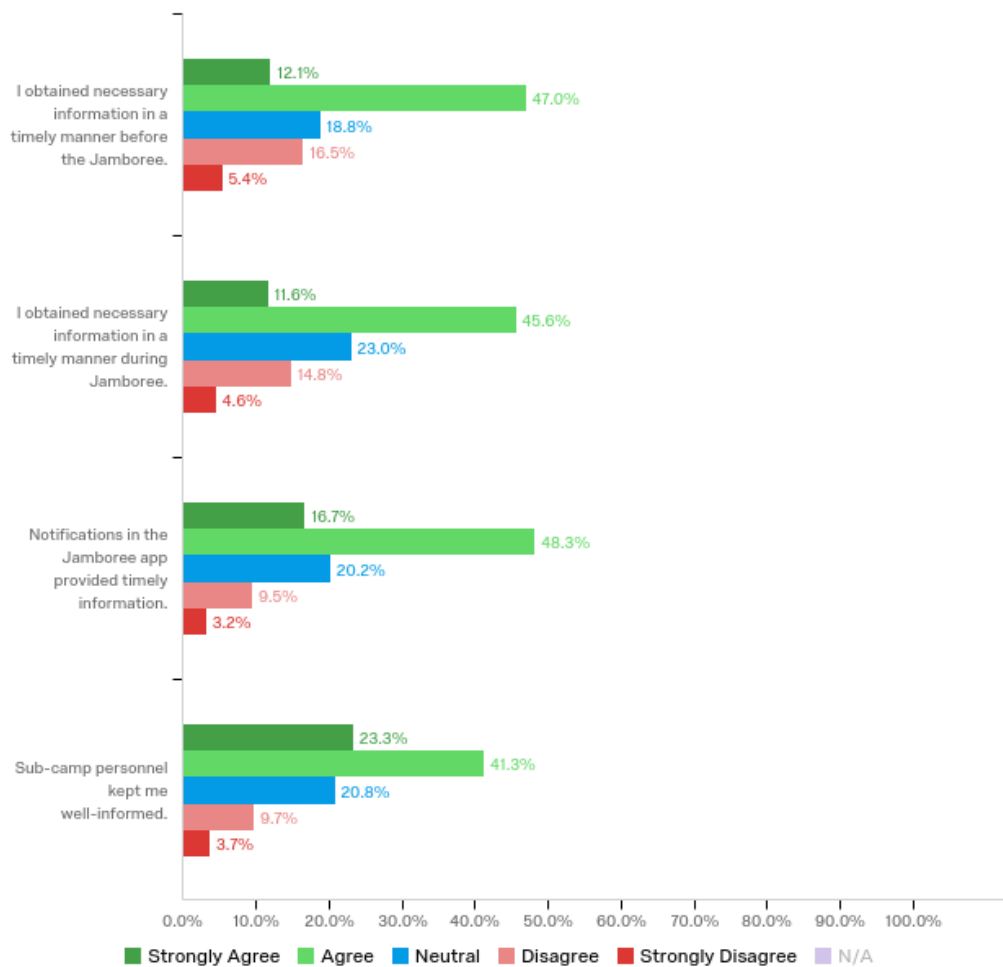


Base: 1,376 Unit Leaders

Jamboree Communications

Around six out of 10 unit leaders agree or strongly agree notifications in the jamboree app provided timely information, sub-camp personnel kept them well informed, and the obtained necessary information in a timely manner before Jamboree.

Please rate the extent to which you agree or disagree with each statement about the communications.

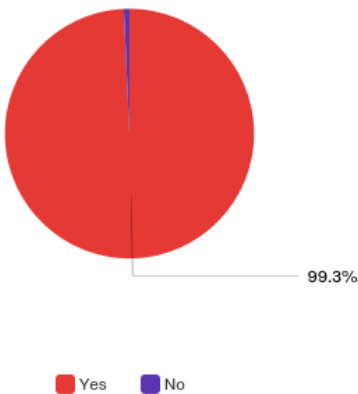


Base: 1,376 Unit Leaders

Technology Usage

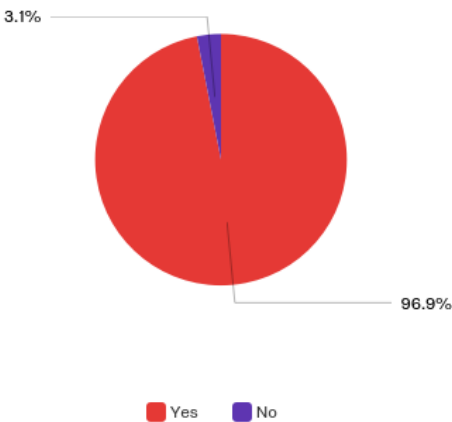
Almost all leaders brought a smart phone or a Wi-Fi enabled device with them to the Jamboree. Of those that brought a device, almost all downloaded the app to use while at Jamboree.

Did you bring a smart phone or other WiFi enabled device with you to Jamboree?



Base: 1,376 Unit Leaders

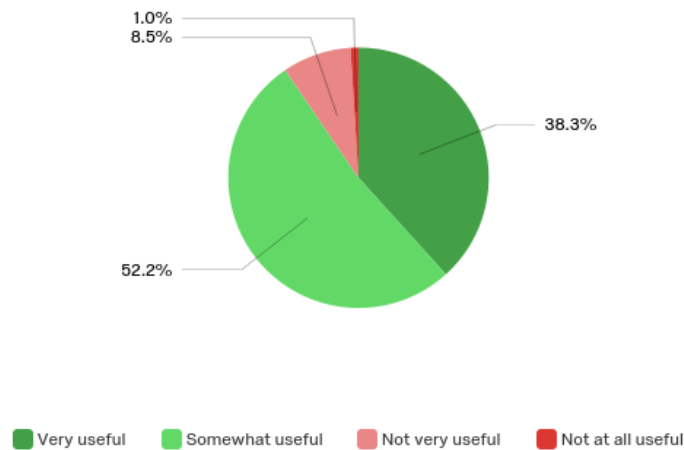
Did you use the Jamboree app?



Base: 1,366 Unit Leaders who brought Smart phones

Nine out of 10 leaders who downloaded the app found it to be very or somewhat useful.

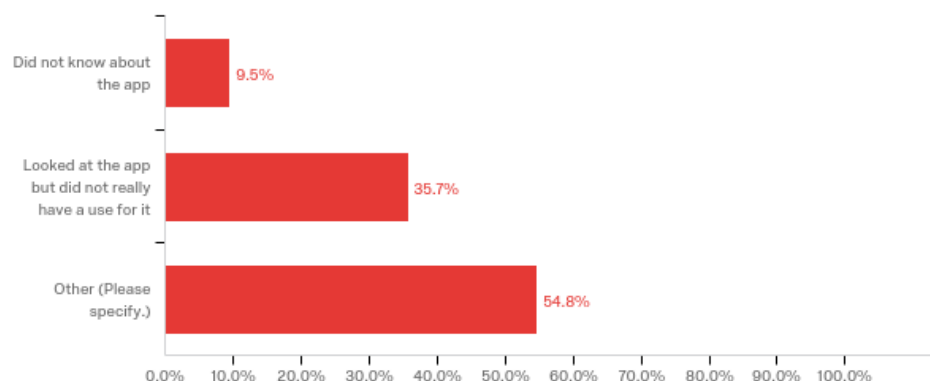
How useful was the Jamboree app?



Base: 1,324 Unit Leaders who used the app

Only a few leaders who did not download the app are unaware of the app. More than one-third of those who did not download the app considered downloading it but decided they would not use it. Those who indicated “other” most often say they had an older phone or an international phone that would not download the app.

Why didn't you use the Jamboree app?

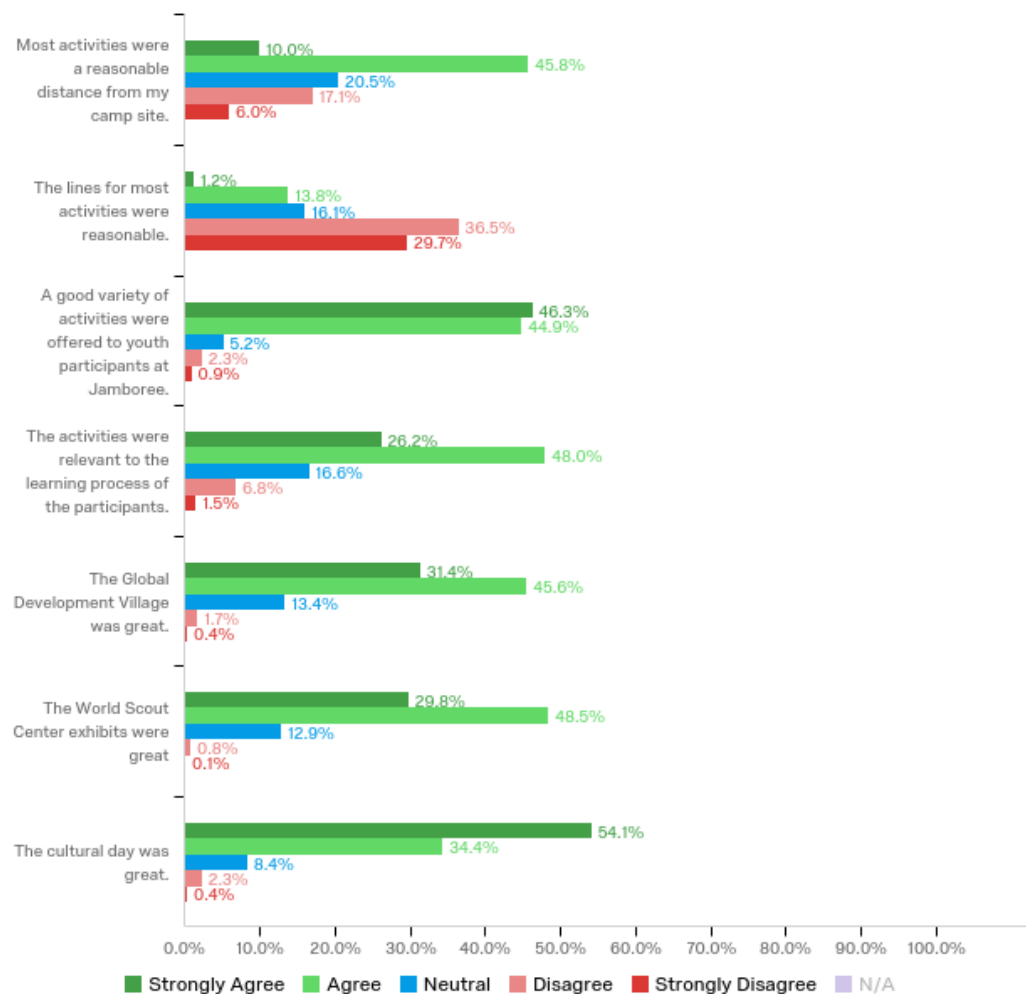


Base: 42 Unit Leaders who did not use the app

Jamboree Activities

Overall, leaders think the Jamboree provided a good variety of activities for youth, the cultural day is great, the Global Development Village and World Scout Center exhibits are great, the activities are relevant to the learning process of youth participants, and the activities are a reasonable distance from their campsite. One-third of leaders disagree or strongly disagree the lines for activities are reasonable.

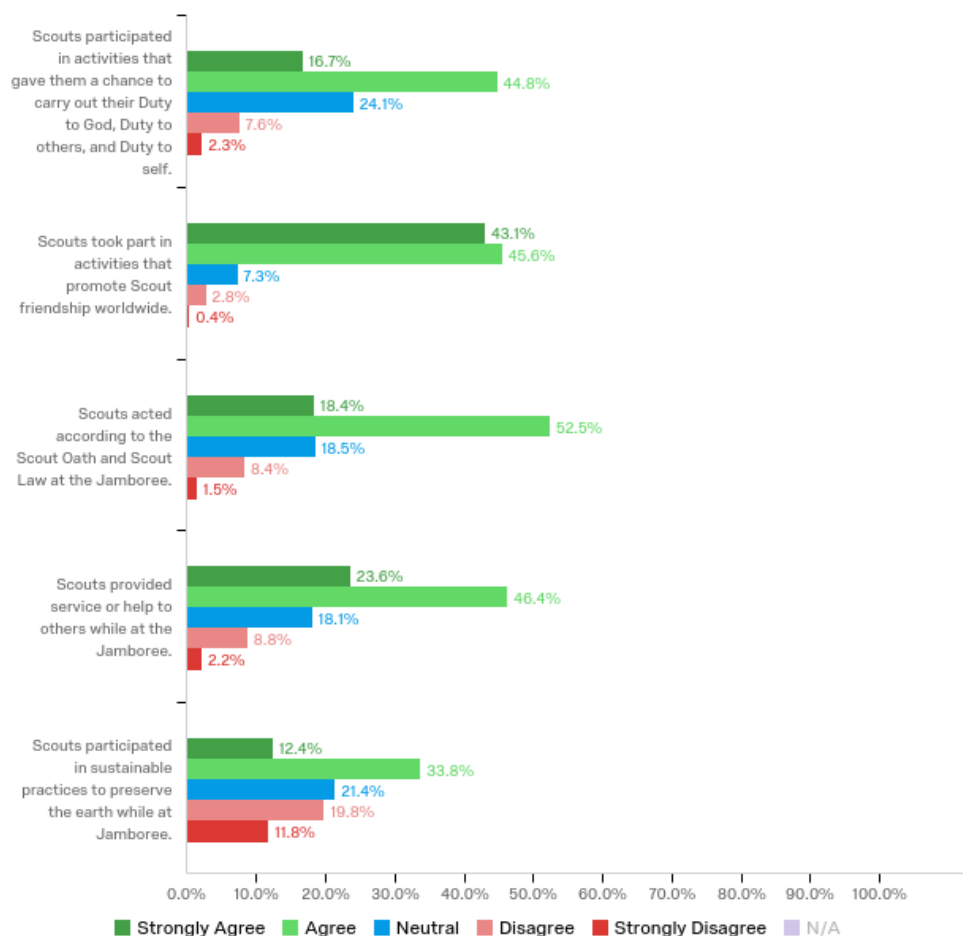
Please rate the extent to which you agree or disagree with each statement.



Base: 1,376 Unit Leaders

The majority of leaders also agree or strongly agree the activities promoted Scout friendships worldwide, Scouts acted according to the Scout Oath and Law, Scouts provided service or help to others, and activities gave Scouts a chance to carry out Duty to God, Duty to others, and Duty to self. The area that had fewer than half who agree or totally agree is sustainability practices.

To what extent do you agree or disagree that the World Scout Jamboree achieved the following educational or Scouting objectives?

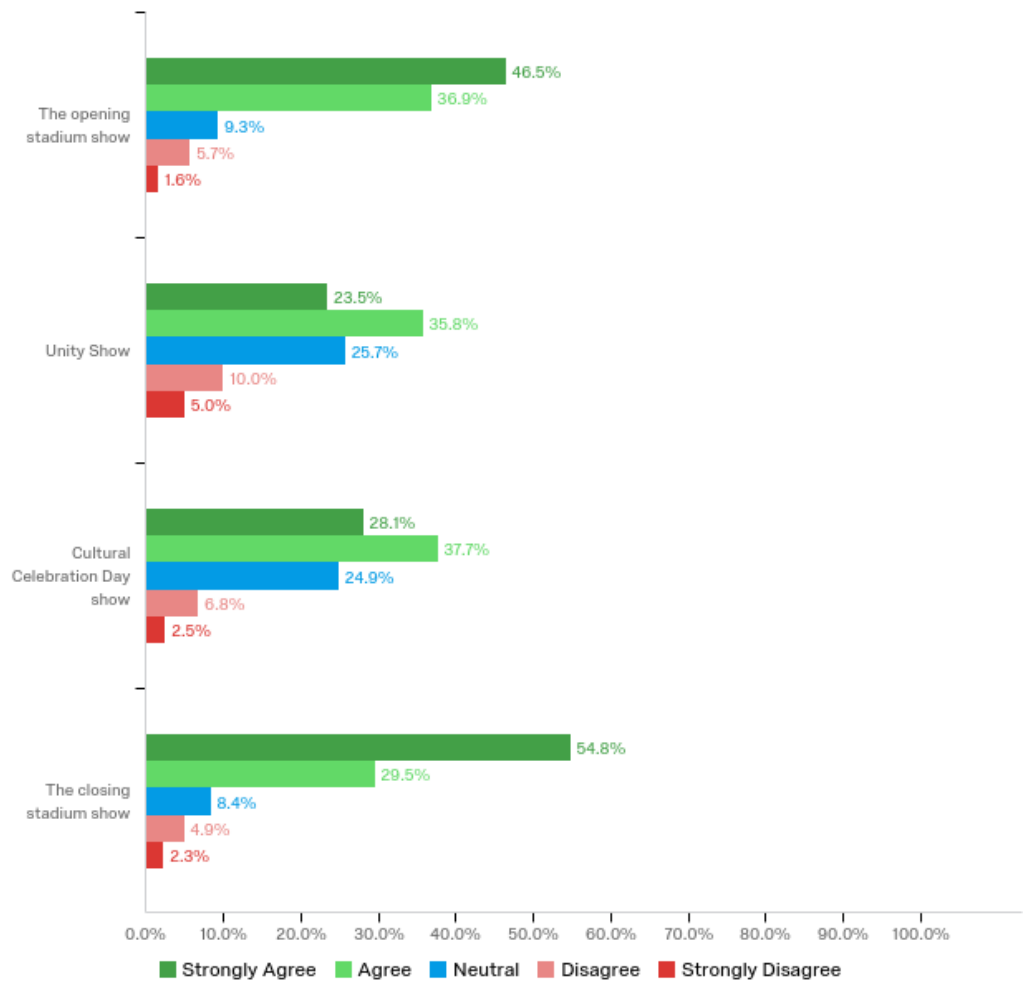


Base: 1,376 Unit Leaders

Stadium Shows

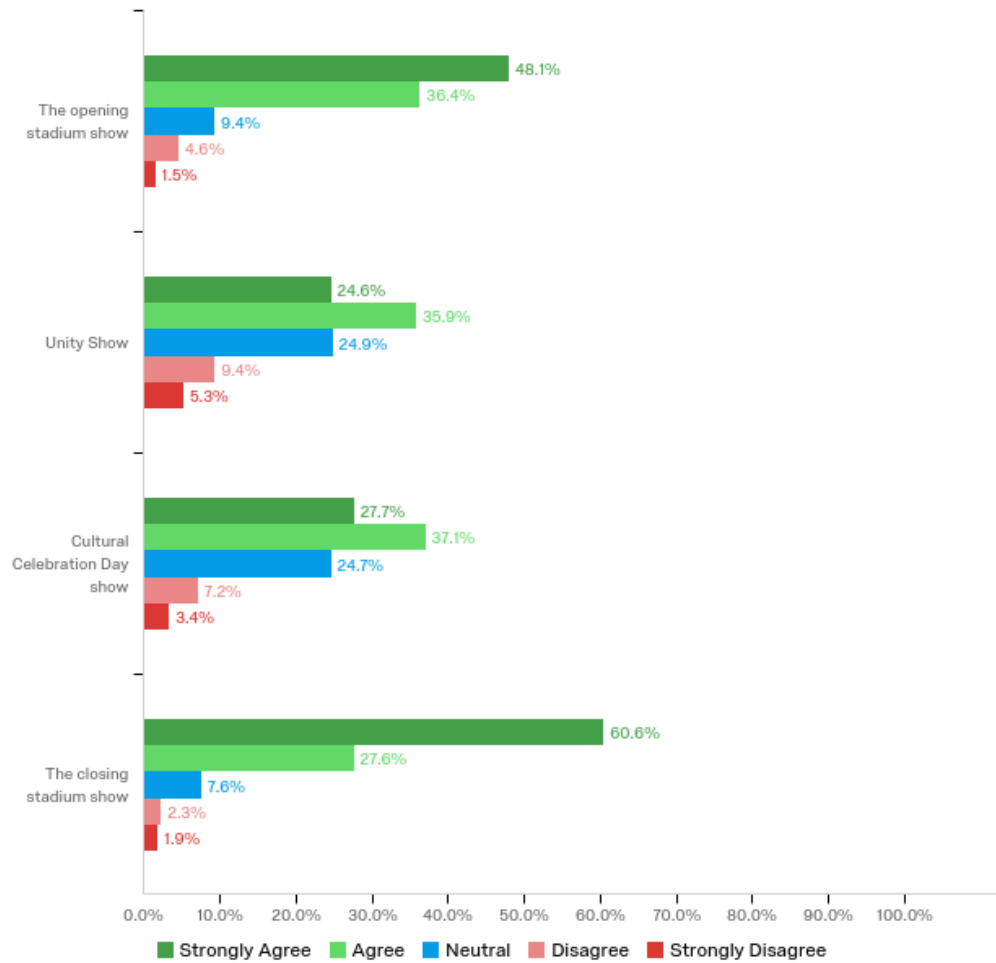
The majority of unit leaders indicate all the stadium shows are inspiring and entertaining. However, the opening and closing stadium shows received the highest ratings from unit leaders.

Please indicate the degree to which you agree or disagree that the show was inspiring



Base: 1,376 Unit Leaders

Please indicate the degree to which you agree or disagree that the show was entertaining.

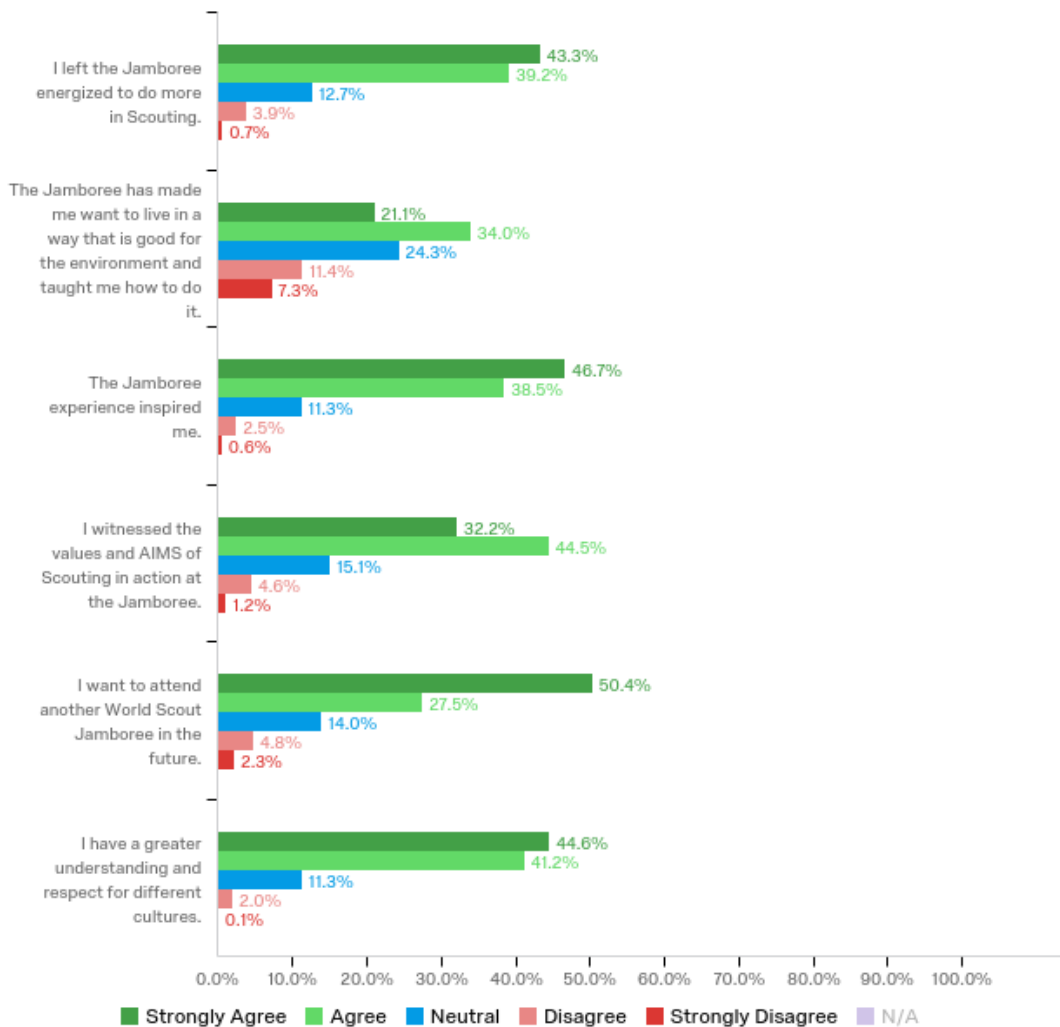


Base: 1,376 Unit Leaders

Scouting Engagement and Future Plans

For leaders, the World Scout Jamboree left them inspired, energized and ready to do more in Scouting including attending future World Scout Jamborees. The majority also say they have a deeper understanding and respect for other cultures, and this experience made them want to live more environmentally friendly.

Please rate the extent to which you agree or disagree with each statement .



Base: 1,376 Unit Leaders

Unit Leader Differences by Age

Unit leaders have been divided into five age groups of roughly equal size; 18-25, 26-35, 36-45, 46-55, and 56 and over.

Those 18-25 years of age are the least likely to have attended a World Scout Jamboree before while those aged 55 and over are the most likely to have attended before.

The younger the unit leader is, the less satisfied they are with the food arrangements. This is especially the case for those aged 18-25 and to a slightly lesser extent 26-35. In addition, the younger the unit leader is, the less likely they are to agree:

- The sub-camp is well run
- There had been opportunities to meet new people and make friends
- The program staff are helpful
- They felt safe at the Jamboree
- The Jamboree app is useful
- The lines for most activities are reasonable
- The activities are relevant to the learning process

Those aged 18-25 are the least likely to say they would recommend attending a world Scout Jamboree to another Scout leader and to agree:

- Check-in is easy
- It is easy to find someone to answer their questions
- They had obtained information in a timely manner before Jamboree
- The opening stadium show and closing stadium show are inspiring
- There is a good variety of activities offered
- Scouts took part in activities that promoted Scouting friendships worldwide
- Scouts acted according to the Scout Oath and Law
- Jamboree has made them want to live in a way that is good for the environment
- They participated in sustainable practices
- They witnessed the values and aims of Scouting in action
- Attending Jamboree makes them feel like they are a part of something bigger than themselves

Those aged 55 and over are:

- Less likely than those age 18 to 45 to agree the Cultural Celebration Day show is exciting
- The least likely overall to have found it the Cultural Celebration Day to be inspiring
- The least likely to agree the Global Development Village is great
- The least likely to have spent at least two days in another city prior to or after the Jamboree

Those aged 18-35 are more likely to think the World Scout Center exhibits are great.

Those 26-55 years old are more likely to have heard of the World Scout Jamboree through their country's Scout association than those who are 18-25 years old.

In terms of the social media sites used before and during Jamboree:

- Those 26-55 years old are more likely to have used Facebook both before and during Jamboree than those 18-25 years old
- Those 18-25 years old are less likely to have used Facebook or Twitter at all
- Those ages 18-36 are more likely to have used Instagram before and during jamboree

Unit Leader Differences by Gender

While male unit leaders are more satisfied with the World Scout Jamboree overall, female unit leaders are more likely to enjoy the shows and to have taken advantage of the opportunity to travel either before or after Jamboree.

Male unit leaders are more likely than female unit leaders to agree:

- They had opportunities to meet new people and make friends
- They felt safe
- The food is good and it met their dietary needs
- They saw the values and aims of Scouting in action
- Temporary toilets are adequately supplied and cleaned

Female unit leaders are less likely than male unit leaders to be satisfied with the food and facilities overall at Jamboree. However, they are more likely than male leaders to agree:

- The Global Development Village is great
- The World Scout Center exhibits are great
- The Cultural Celebration day show is inspiring
- The Unity show is entertaining

Unit Leader Differences by WOSM Region

All analyses by WOSM region includes only the Interamerica, Europe and Asia-Pacific regions. There are not enough completed surveys by unit leaders from the other regions for a statistically valid comparison.

Overall, those from the Interamerica region are more likely to recommend attending a World Scout Jamboree to other Scout leaders than those from the Europe region.

While unit leaders from the **Europe** region are the most likely to say the Global Development Village is great, they are the least likely to agree:

- They had opportunities to meet new people and make friends
- The grocery store is stocked adequately
- They obtained necessary information in a timely manner before and during Jamboree
- The lines for activities are reasonable
- The activities are relevant to the learning process
- Scouts participated in activities that gave them a chance to carry out their Duty to God, others, and self
- They took part in activities that promote Scouting friendships worldwide
- Scouts acted according to the Scout Oath and law
- They provided service and help to others
- They participated in sustainable practices to preserve the earth
- Jamboree made them want to live in a way that is good for the environment
- They would attend another World Scout Jamboree
- The Jamboree experience inspired them
- They saw the values and aims of Scouting in action
- The variety and cost of items at the world market is good
- The closing stadium show is inspiring and entertaining
- Their dietary restrictions or needs have been met

Those from the **Asia-Pacific** region were the most likely to say sub-camp personnel kept them well-informed. However, they were the least likely to agree

- The World Scout Center exhibits are great
- Attending Jamboree makes them feel like a part of something bigger than themselves
- Food at the snack bars tastes good
- The Grub Mast app is easy to use

Those from the **Asia-Pacific** region met the most times to prepare for the Jamboree experience while those from the **Europe** region met the fewest times.

Those from the **Interamerica** region are the most likely to agree:

- The grocery store ingredients are appropriately labeled
- The suggested menus included food they like
- Getting food at the grocery store is convenient
- It is easy to purchase food at the New World Market
- The shower and toilet facilities are good
- There is a good variety of activities
- The cultural day activities are great
- The opening stadium show is inspiring and entertaining
- They feel energized to do more Scouting as a result of Jamboree
- They have a greater understanding and respect for different cultures
- They felt safe
- The maps and signs are easy to follow
- They are able to meet their dietary restrictions
- The Grub Mast app is easy to use

However, those from the **Interamerica** region are also the least likely to agree:

- The staff at program areas are helpful
- A pre/post trip increased their overall satisfaction with the Jamboree experience
- There are enough charging stations

In terms of how they heard about the World Scout Jamboree:

- Those from the **Interamerica** region are more likely to have heard through their local Scout group than those from the **Europe** region
- Those from the **Interamerica** and **Asian-Pacific** regions are more likely to have heard through the World Scout Jamboree website than the **Europe** region

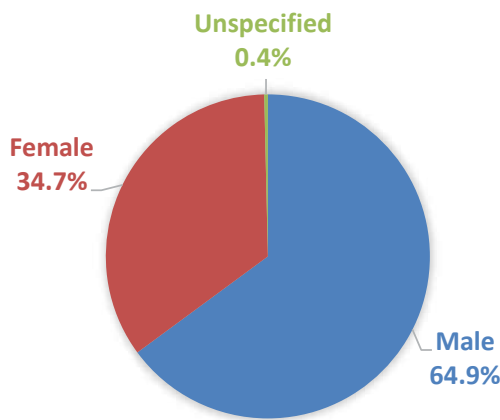
Unit leaders from the **Europe** region are more likely to be female than those from the **Interamerica** region.

In terms of the social media sites used before and during Jamboree unit leaders from the:

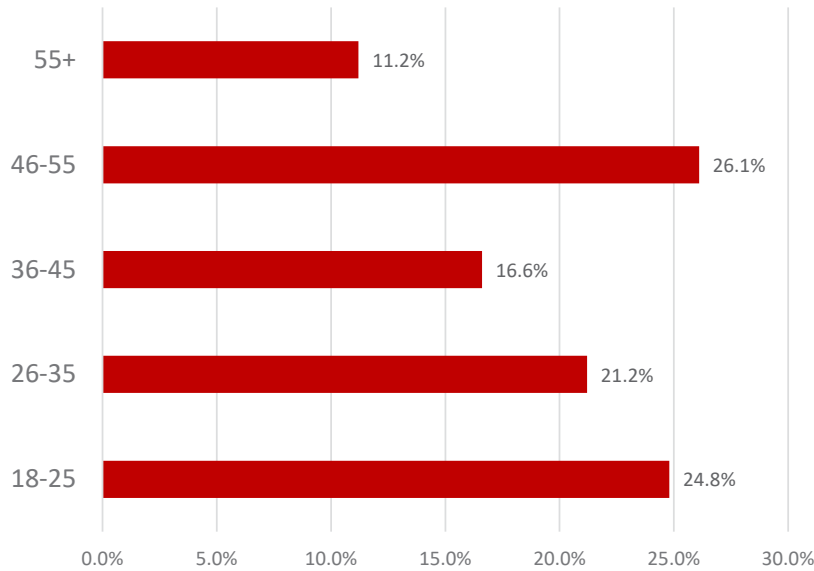
- **Europe** region are more likely to have use Facebook than those from the **Interamerica** region
- **Asian-Pacific** region are the most likely to use LinkedIn, while those from the **Interamerica** region are the least likely
- **Europe** region are the most likely to use Instagram and Twitter
- **Asian-Pacific** and **Interamerica** regions are more likely to use YouTube

DEMOGRAPHICS

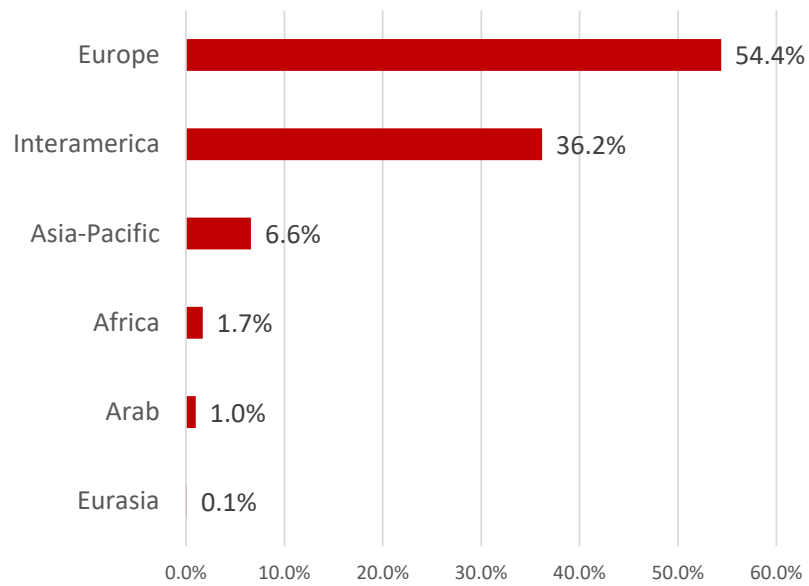
Gender



Age



WOSM Region



Base: 1,376 Unit Leaders

YOUTH PARTICIPANT 2019 WSJ SURVEY



Youth Participant 2019 WSJ Survey

September, 2019



BOY SCOUTS OF AMERICA®

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METHODOLOGY:

Management of the 2019 World Scout Jamboree and the World Scout Organization are interested in evaluating the Jamboree experience of those who planned, executed, and participated in the event. Overall, they want to better understand the impact of this event on a Scout's or Scouter's perception of the Scouting movement and their likelihood to be inspired to do more in Scouting.

In addition, the management team is interested in information that will continuously improve the World Scout Jamboree experience. Specific areas of inquiry include:

- Determining the likelihood to recommend attending future World Scout Jamborees to others;
- Understanding the level of satisfaction with logistical support provided by the host countries;
- Ascertaining Scouts and Scouters satisfaction with communication before and during the Jamboree;
- Identifying how well the Jamboree theme and key concepts have been reflected in the activities and events of the Jamboree;
- Discerning how well the educational and Scouting objectives for youth have been delivered;
- Ascertaining the level of satisfaction with activities, events, and shows;
- Understanding the perceived effectiveness of Jamboree safety rules, policies, and procedures;
- Determining satisfaction with the Jamboree App and technology usage during the event.

To meet the objectives of this study, the Jamboree Planning Team (JPT), Heads of Contingent (HOC), Contingent Management Team members (CMT), International Service Team members (IST), Unit leaders, and Youth participants were sent surveys on August 2, 2019. Reminders were sent on August 15 to those who had not completed their survey, and another reminder was sent on August 23 stating they had only 24 hours before the survey closed. Below is a table showing the response rates for each of the groups surveyed.

Survey group	Emails Sent	Total Responses	Response rate
HOC	143	30	21.0%
JPT	568	280	49.3%
CMT	1,103	429	38.9%
UNIT LEADERS	3,099	1,376	44.4%
IST	7,395	3,344	45.2%
YOUTH	25,411	6,700	26.4%
Parents	6,700*	3,365	50.2%

*Parents were given a chance to answer a few questions at the end of the youth survey.

This report contains the findings from the Youth Participant survey. Statistically significant difference in responses by age, gender, and WOSM Region are reported when present.

EXECUTIVE SUMMARY

Overall, youth had a positive experience at the World Scout Jamboree as evidenced by:

- Youths' NetPromoter Score is 80.1 which is in the excellent range. Eighty three percent are promoters and three percent are detractors.
- Three-fourths or more of youth agree or strongly agree with all of the climate statements about their troop, the people they met, their IST interactions, and the safety at the jamboree.
- More than nine out of 10 youth agree or strongly agree that a good variety of activities were offered and the Closing Ceremony was inspiring and entertaining.
- More than eight out of 10 youth agree or strongly agree they took part in activities that promote Scout friendship worldwide, they acted according to the Scout Oath and Law, they provided service to others while at the Jamboree, the Opening Ceremony was inspiring and entertaining, the information they received before the Jamboree prepared them for the event.
- More than seven out of 10 youth agreeing or strongly agreeing the Global Development Village and World Scout Center exhibits were great, they participated in sustainable practices at the Jamboree, the Cultural Day Celebration was inspiring, and communication at the camp worked well.

The event also achieved the goal of connecting Scouts to the Scouting mission and increasing the likelihood of future engagement in Scouting as evidenced by:

- More than nine out of 10 agree or strongly agree the World Scout Jamboree inspired them, made them feel like they are part of something bigger than themselves, and they want to attend another World Scout Jamboree in the future.
- More than eight out of 10 agree or strongly agree they left Jamboree energized to do more in Scouting.
- More than seven out of 10 agree or strongly agree they witnessed the values of the scout Oath and Law in action at the Jamboree and the Jamboree has made them more environmentally aware.

Although the experience overall is positive, areas that received low scores from youth include:

- The Jamboree food, specifically:
 - One out of 5 agree or strongly agree the grocery stores are adequately stocked,
 - Two out of 5 agree or strongly agree the menus include food they like and they are able to meet their dietary requirements or restrictions.
- Three out of 10 agree or strongly agree enough charging stations are provided for electronic devices and that lines for activities are reasonable.

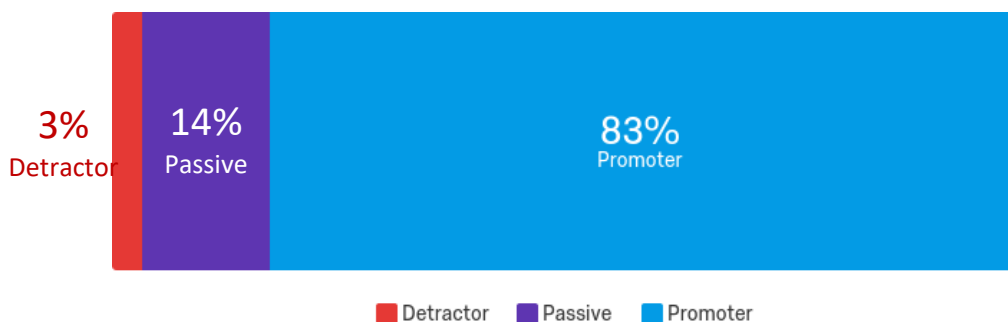
When comparing responses by gender, age, and WOSM region, overall, males tend to be more positive about their experience than females. Youth participants who are 17 years of age tend to be less satisfied than those who are younger. And, youth from the Interamerica and Africa regions are the most satisfied with the World Scout Jamboree while those from the Europe region are the least satisfied.

DETAILED FINDINGS

Recommending the Jamboree

The Net Promoter score for the 2019 World Scout Jamboree is 80.1 which is in the excellent range. Eighty-three percent of youth participants are Promoters, giving a rating of 9 or 10 on the 10-point scale. These are youth who will proactively speak to others about their great experience at the World Scout Jamboree. Fourteen percent were Passive, giving a rating of 7 or 8 on the 10-point scale. They may tell others about their experience but will not be as exuberant brand ambassadors as the Promoters. And, three percent are Detractors giving a rating of 6 or less on the 10-point scale. These individuals may talk about their experience and will have negative things to say about the experience.

How likely are you to recommend attending future World Scout Jamborees to other Scouts?



Base: 6,700 youth participants



Among youth who wrote in a reason for selecting their recommend rating, the following answers were given:

Promoters (Rating of 9 or 10)

- World Scout Jamboree is an awesome/amazing/great experience (73.8%)
- They made new friends and met new people from all over the world (48.8%)
- They believed other Scouts should have the same opportunity to see and experience World Scouting (22.0%)
- The cultural exchange is great (17.0%)
- World Scout Jamboree gave them a larger world view of Scouting (12.6%)
- World Scout Jamboree is fun/fun activities (12.3%)

Passives (Rating of 7 or 8)

- World Scout Jamboree is an awesome/amazing/great experience (60.7%)
- They made new friends and met new people from all over the world (33.7%)
- The food/grocery store selection/menus are not good (21.0%)
- They believe other Scouts should have the same opportunity to see and experience World Scouting (15.1%)
- World Scout Jamboree is fun/fun activities (18.3%)
- The cultural exchange is great (13.6%)
- The cost of attending the World Scout Jamboree is high (8.0%)

Detractors (Rating of 6 or less)

- World Scout Jamboree is an awesome/amazing/great experience (37.0%)
- The food/grocery store selection/menus are not good (32.0%)
- They made new friends and met new people from all over the world (25.5%)
- Problems during travel to or from the Jamboree (10.0%)
- The cost of attending the World Scout Jamboree is high (9.0%)

"It was an amazing event that all people should get to experience."
- Promoter

"It was nice with all the activities and meeting new friends but it was too expensive and we missed a big part of the jamboree due to poor scheduling."
- Passive

"We missed the final show because the bus had to get us to the airport on Friday at 1:50pm. we had to leave Thursday evening and we were not provided anywhere to stay Thursday evening."
- Detractor

"It is a once in a lifetime experience that allows you to immerse yourself into cultures that you may not be able to experience elsewhere."
- Promoter

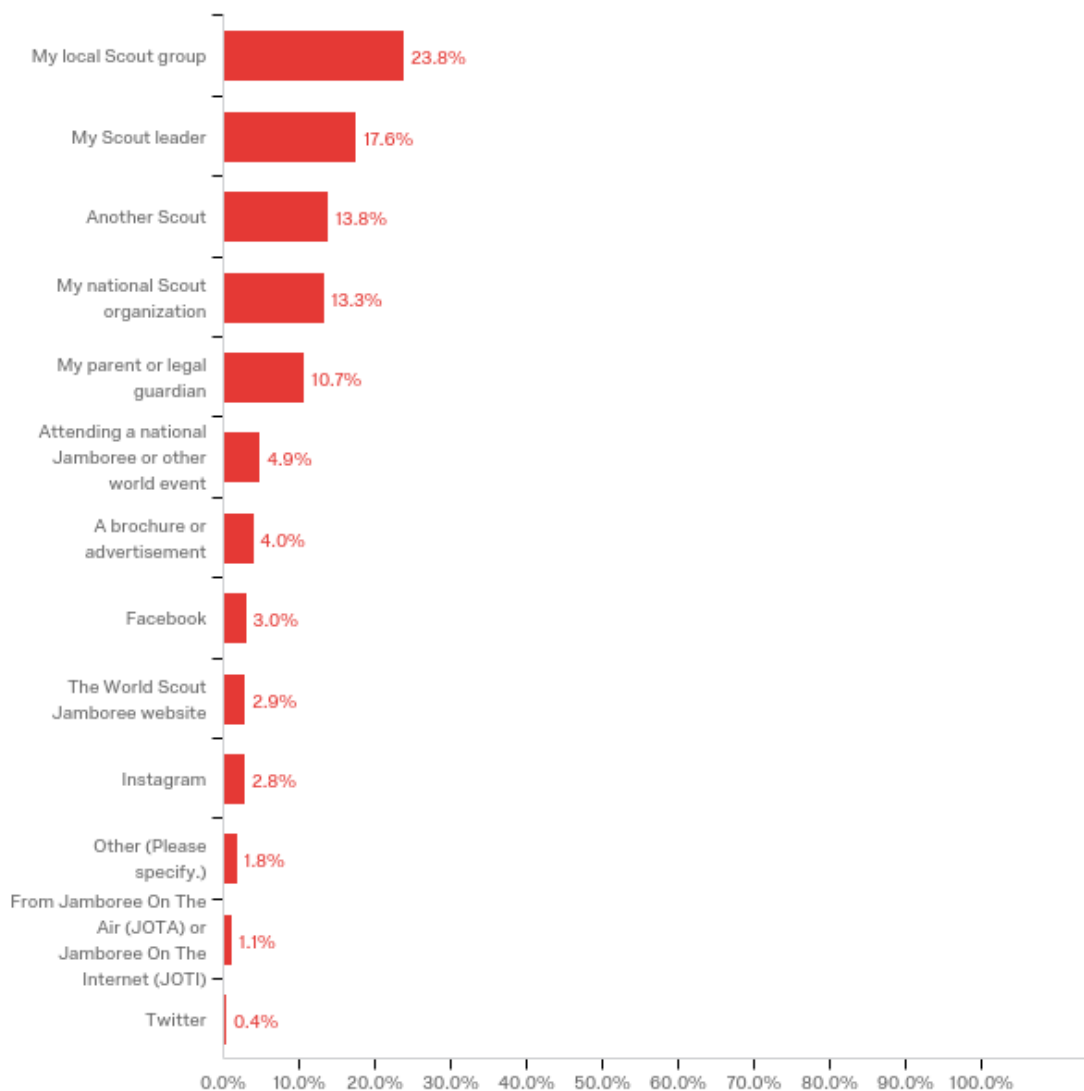
"Because it was a really fun experience and I believe that every Scout should try it."
- Passive

"Well, most of my guys I was with thought the selection of food was very bad with not a lot of options and a very small amount of food was given."
- Detractor

Learning about the Jamboree

Youth attending the Jamboree learned of the opportunity from a variety of sources. Their local Scout group, their Scout leader, another Scout, and their national Scout organization are the most common sources for learning of the opportunity. “Other” sources they listed included their sibling or non-parental family member, and YouTube.

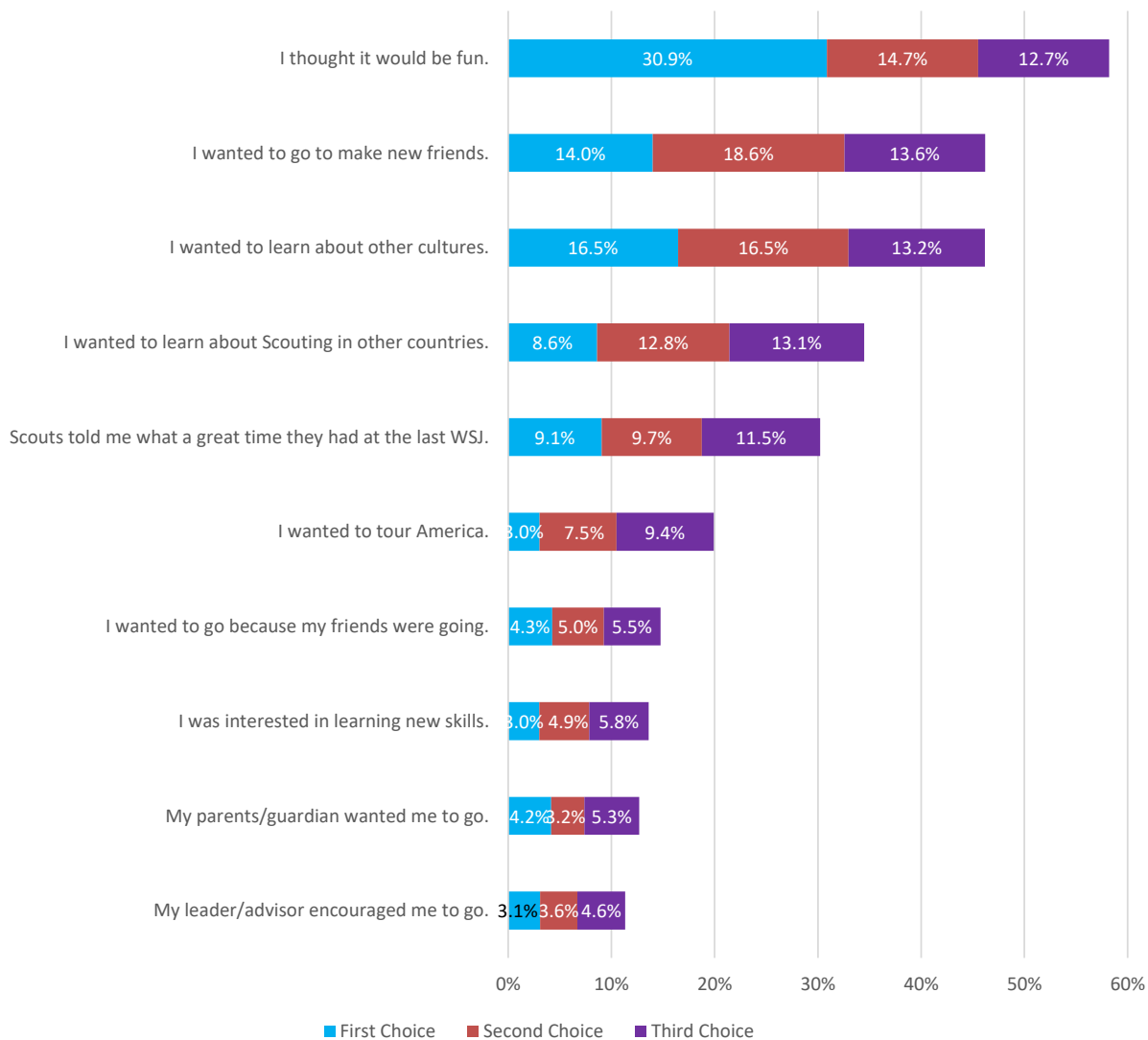
I learned about the opportunity to attend the World Scout Jamboree from... (Select all that apply.)



Base: 6,700 youth participants

The top three reasons youth most often chose to attend the World Scout Jamboree include they thought it would be fun (58.3%), they wanted to make new friends (46.2%), and they wanted to learn about other cultures (46.2%).

Please rank the top three reasons you chose to attend this Jamboree?

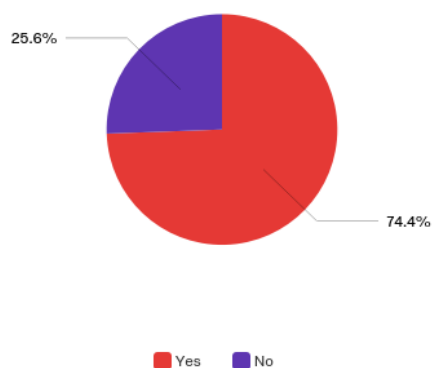


Base: 6,700 youth participants

Pre/Post Jamboree Trip

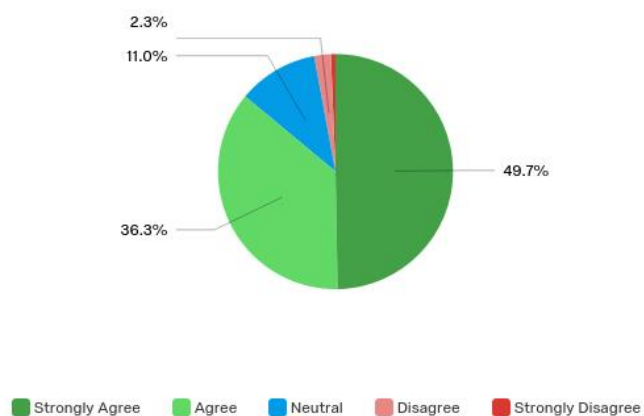
Almost three-fourths of youth spent at least two days visiting another city before or after attending the Jamboree. Among those who took part in a pre or post Jamboree trip, 86 percent agree or strongly agree that the trip increased their overall satisfaction with the World scout Jamboree.

Did your Jamboree troop spend at least two days visiting another city before or after attending the Jamboree?



Base: 6,700 youth participants

Overall, the pre/post trip greatly increased my overall satisfaction with my World Scout Jamboree experience.

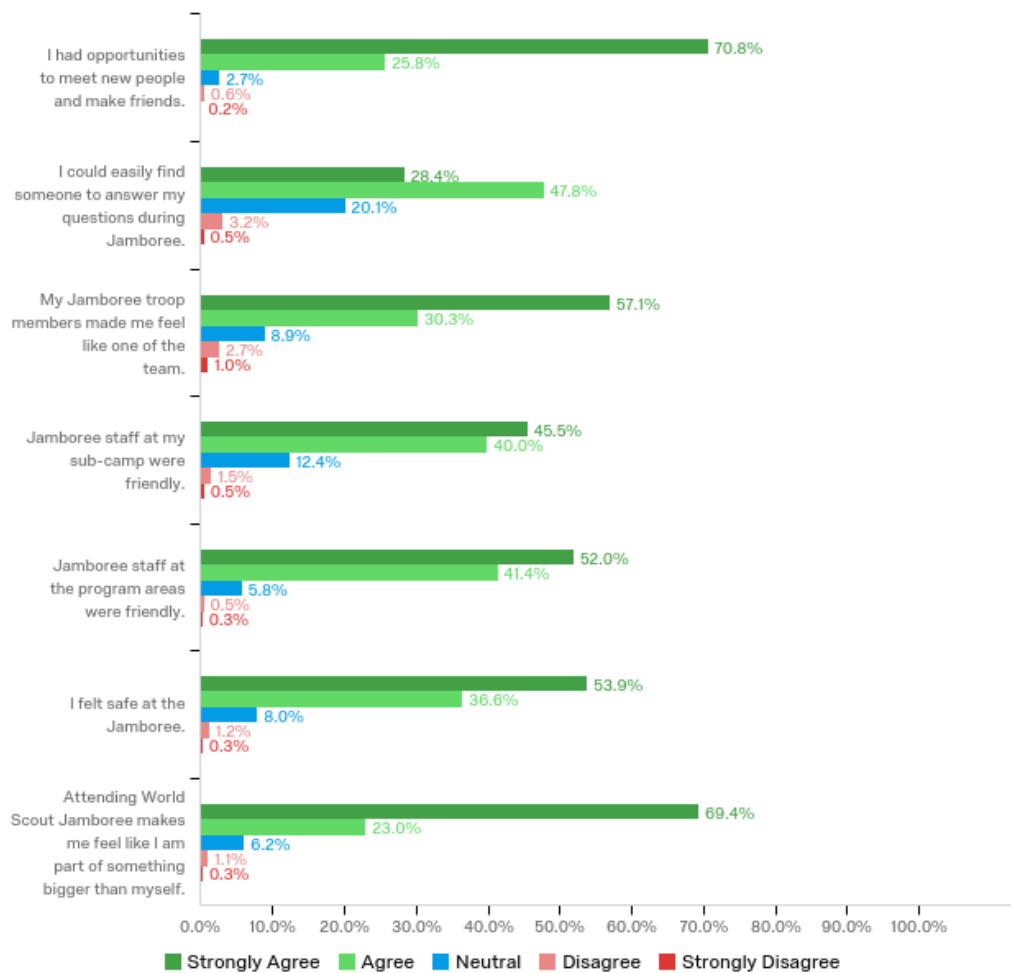


Base: 4,987 youth participants who took part in a pre/post trip

Jamboree Site and People

Jamboree delivered on youth participants' desire to make new friends with almost all agreeing they had that opportunity at the Jamboree. The Jamboree also made them feel like they are part of something larger than themselves. In addition, they say the staff in the program areas and the subcamps are friendly, and their Jamboree troop made them feel like a part of the team.

Please rate the extent to which you agree or disagree with each statement.

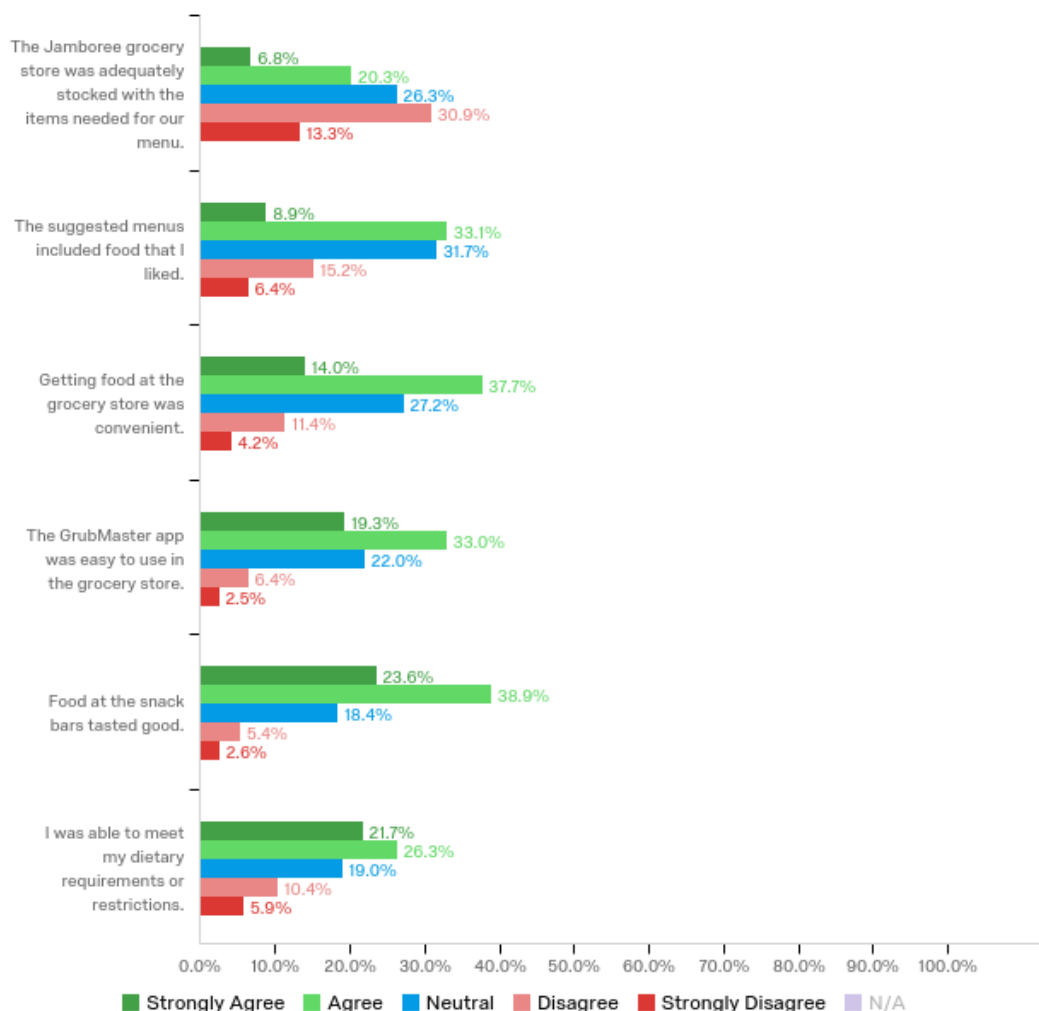


Base: 6,700 youth participants

Jamboree Food

More than half of youth agree or strongly agree that the food at the snack bars tastes good (62.5%), the GrubMaster app is easy to use (52.3%) and getting food at the grocery store is convenient (51.7%). Maintaining adequate stock in the grocery store of items needed for menus is the area with the highest level of disagreement (44.2%).

Please rate the extent to which you agree or disagree with each statement about the food.

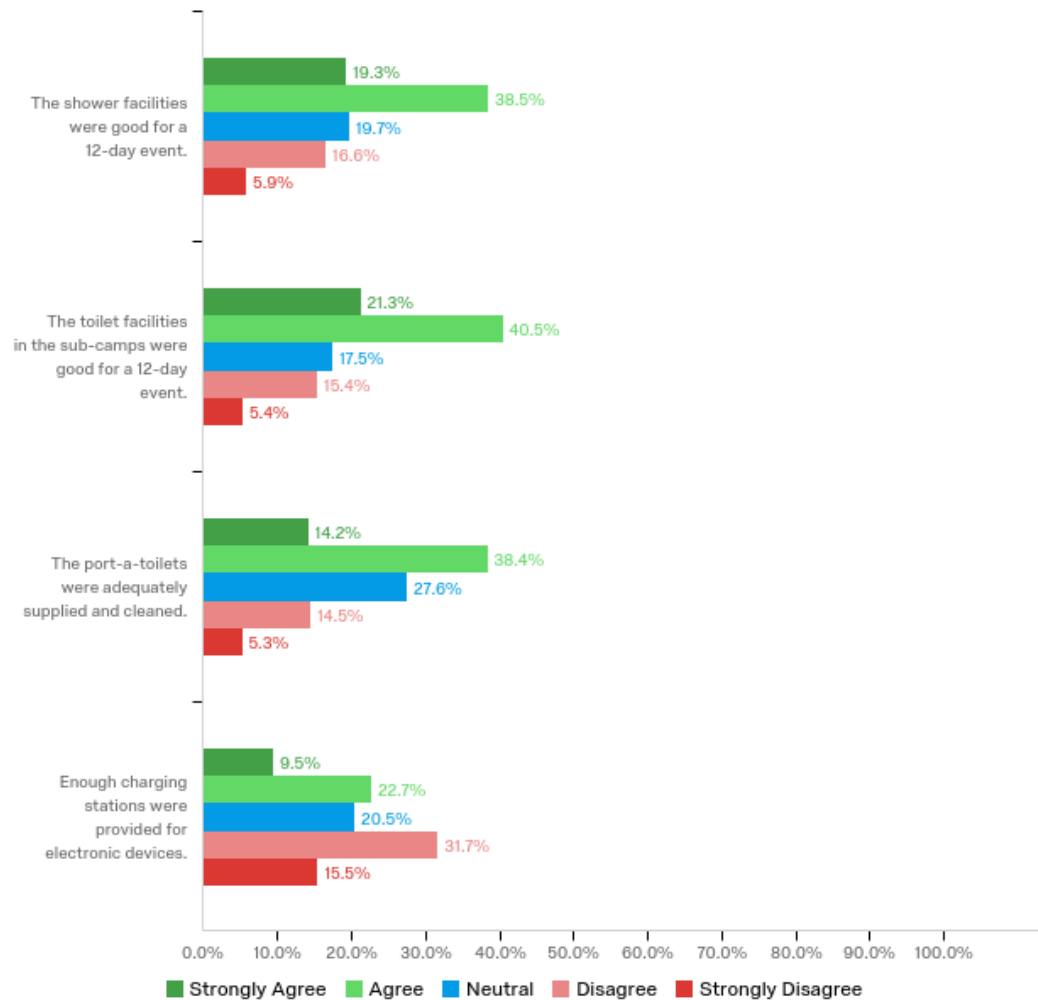


Base: 6,700 youth participants

Jamboree Facilities

Overall, youth agree or strongly agree the toilet (61.8%) and shower (57.8%) facilities are good for a 12-day event and the port-a-toilets are adequately supplied and cleaned (52.6%). More youth disagree (47.2%) than agree (32.2%) there are enough charging stations for electronic devices.

Please rate the extent to which you agree or disagree with each statement about the facilities.

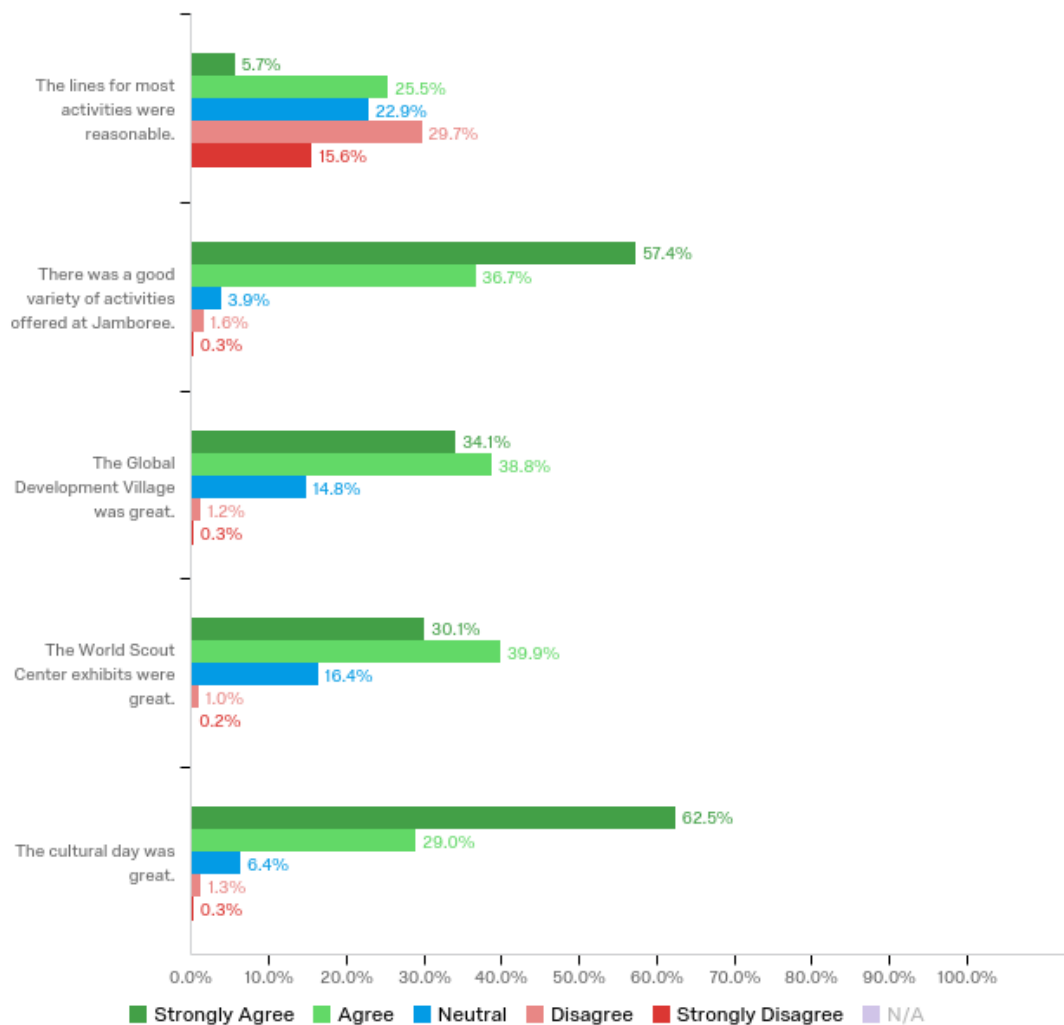


Base: 6,700 youth participants

Jamboree Activities and Events

Youth agree or strongly agree the cultural day is great (91.5%), a good variety of activities are offered (94.1%), and the Global Development Village (72.9%) and World Scout Center exhibits (70.0%) are great. However, 45 percent indicate activities have unreasonably long lines.

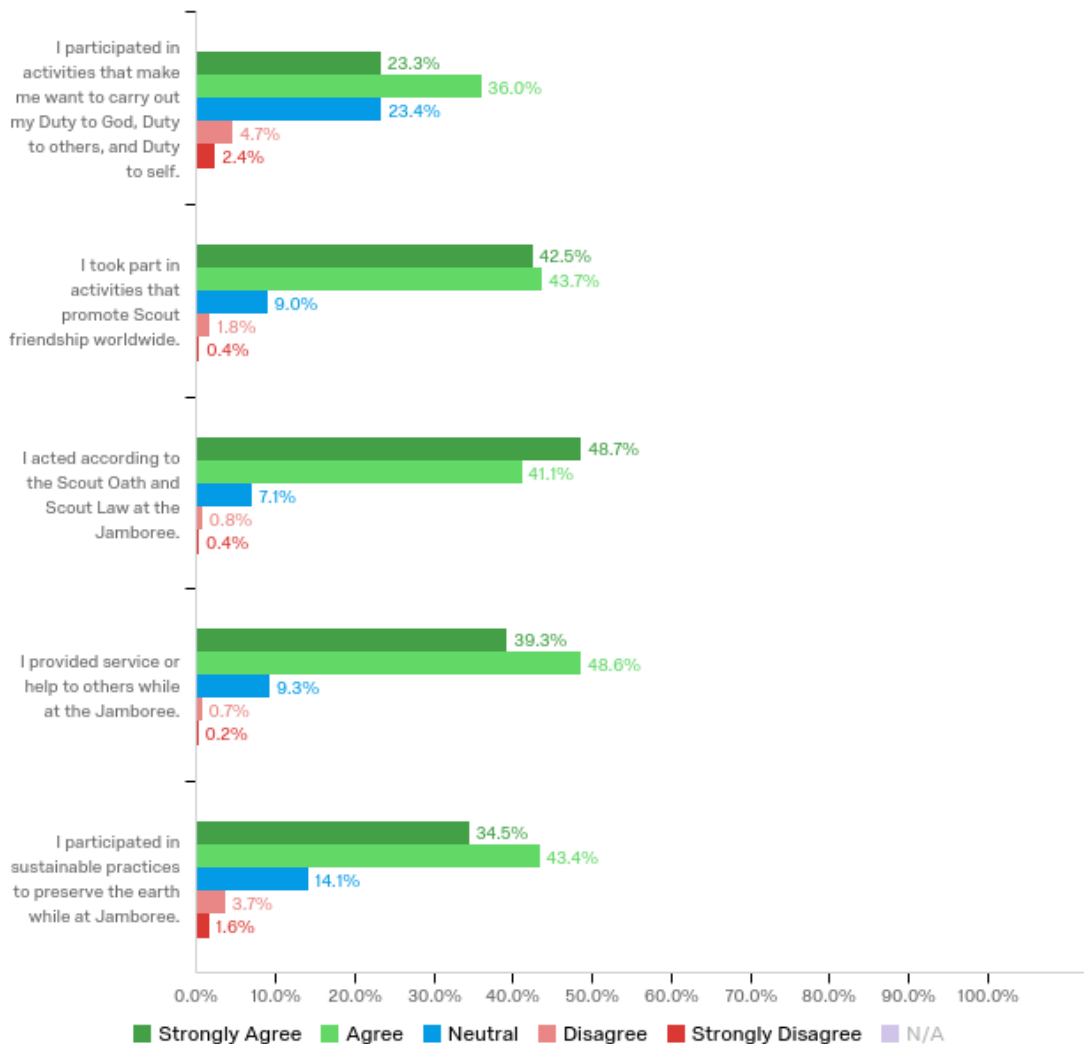
Please rate the extent to which you agree or disagree with each statement about the activities and events.



Base: 6,700 youth participants

More than eight out of 10 participants agree or strongly agree they acted in accordance to the Scout Oath and Law at the Jamboree, the activities promoted Scout friendship, they provided service or help to others during the Jamboree, and they participated in sustainable practices while at the Jamboree. Almost six out of 10 participants say the activities have made them want to carry out their Duty to God, Duty to others and Duty to self.

Please rate your level of agreement with each of the following statements.

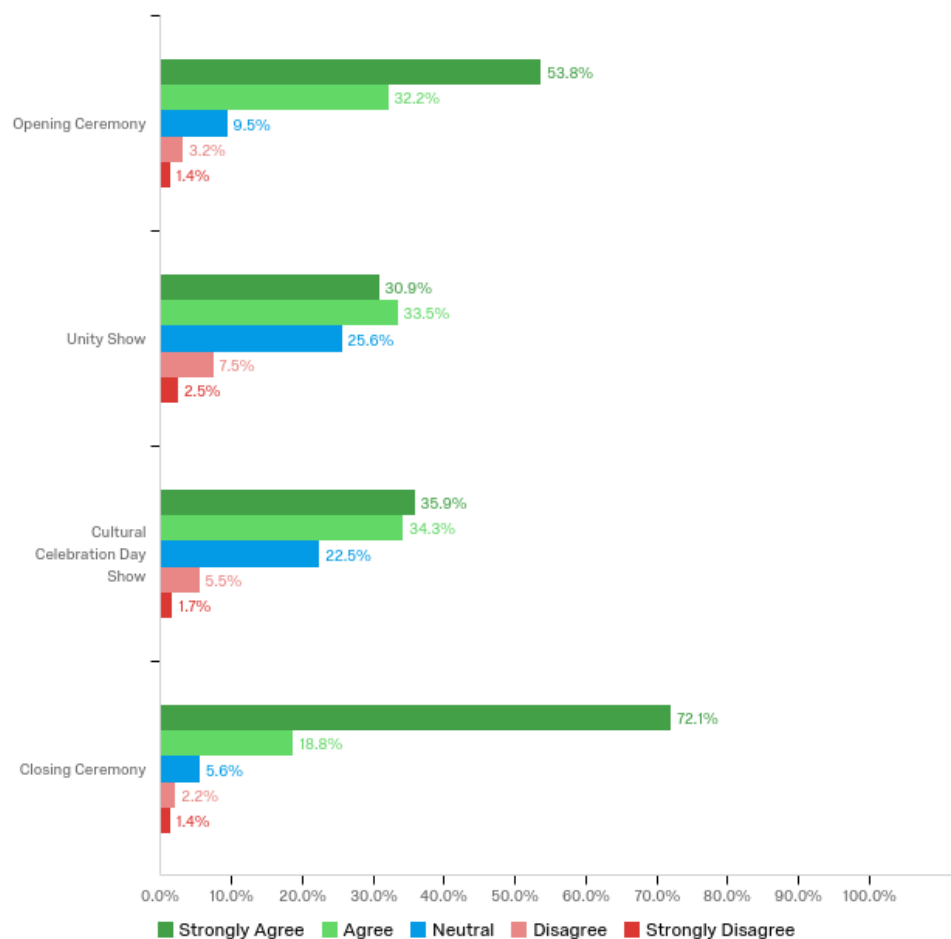


Base: 6,700 youth participants

Jamboree Shows

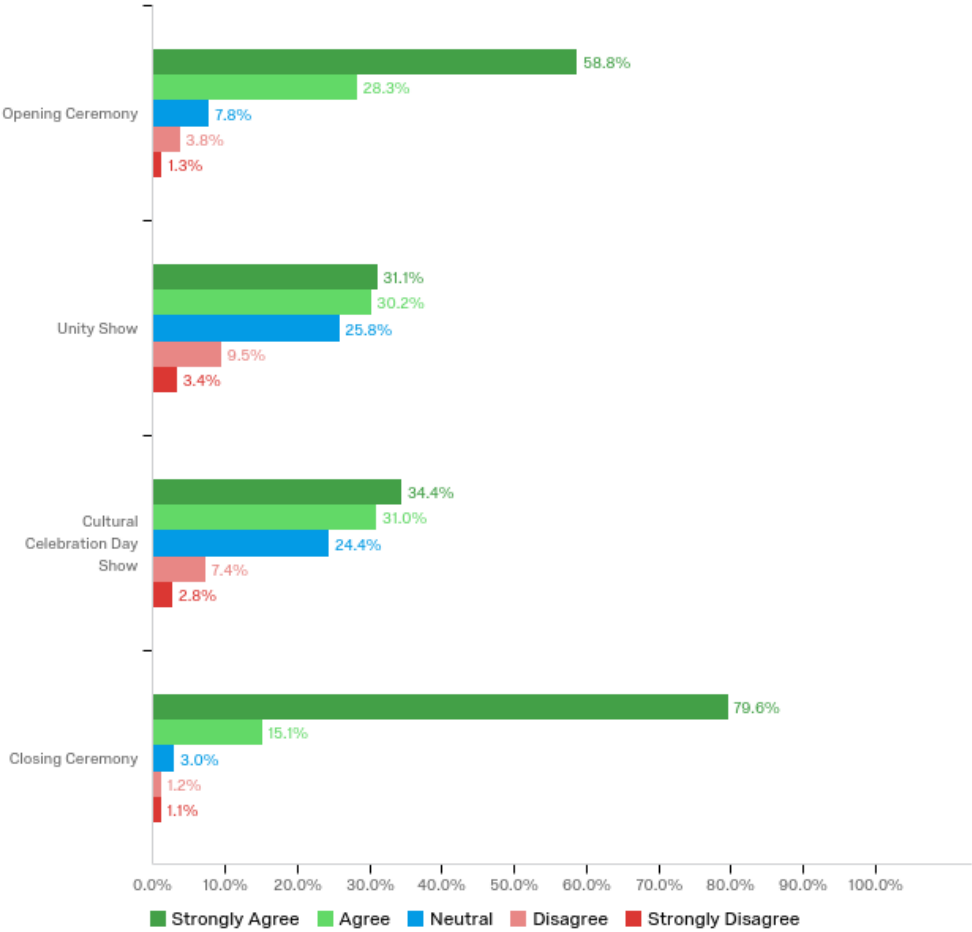
While the majority of youth rate all of the shows as inspiring and entertaining, the Closing Ceremony received the highest ratings with around three-fourths strongly agreeing the show was inspiring and entertaining.

Please rate the extent to which you agree or disagree that each show was inspiring.



Base: 6,700 youth participants

Please rate the extent to which you agree or disagree that each show was entertaining.

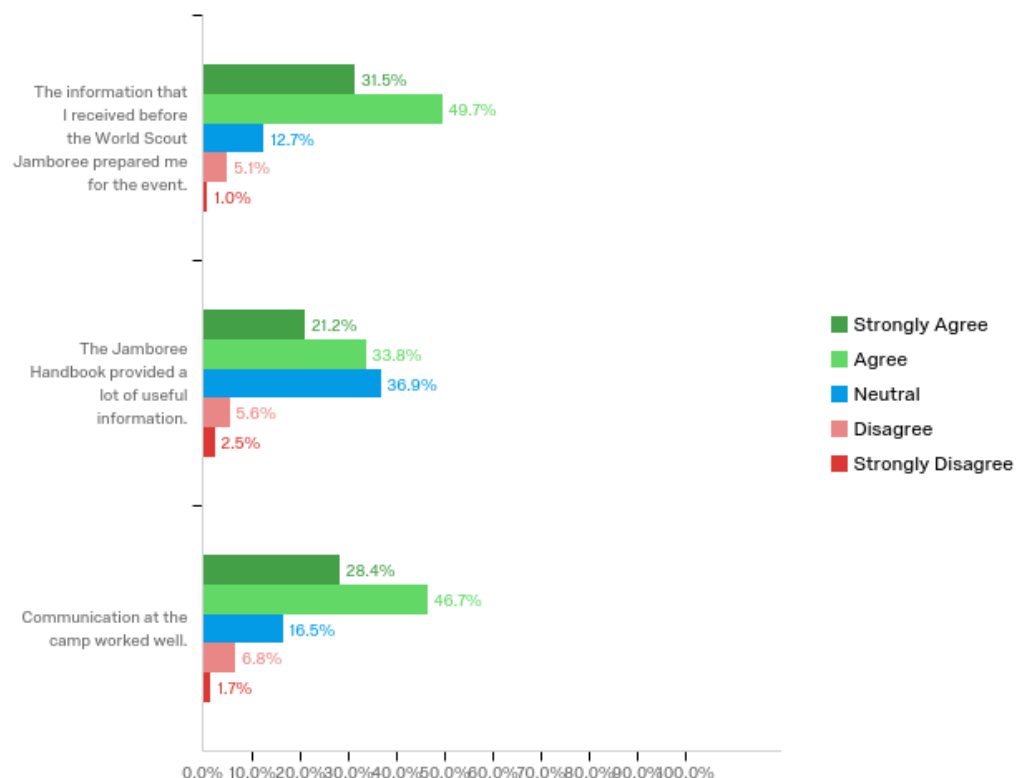


Base: 6,700 youth participants

Jamboree Communication

Overall, youth indicate the communication before and during jamboree was good. More than eight out of 10 youth (81.2%) agree the information they received before Jamboree prepared them for the event and more than half (55.0%) agree the Jamboree Handbook provided a lot of useful information. In addition, more than seven out of 10 youth (75.1%) agree communication at the site worked well.

Please rate the extent to which you agree or disagree with each statement.

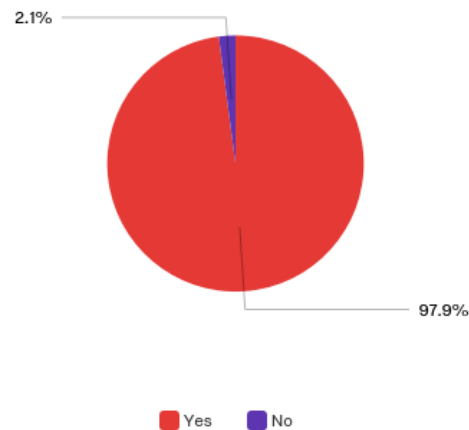


Base: 6,700 youth participants

Jamboree Technology Usage

Almost all youth brought a smart phone or other Wi-Fi enabled device to the World Scout Jamboree

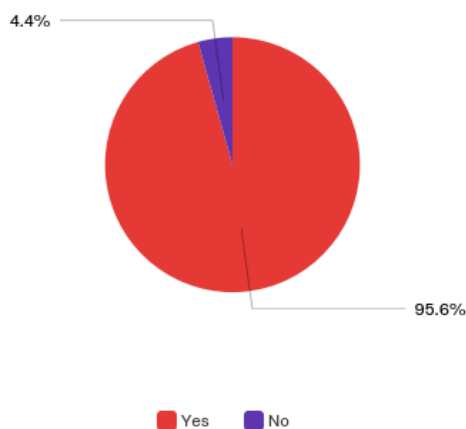
Did you bring a smart phone or other WiFi enabled device with you to the World Scout Jamboree?



Base: 6,700 youth participants

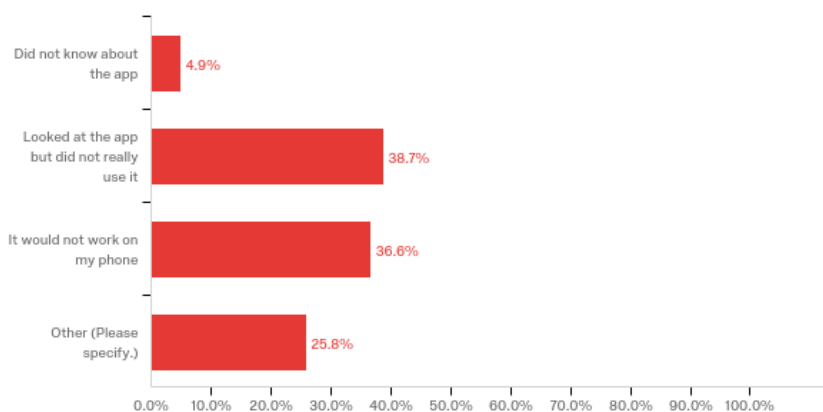
Almost all of the youth who brought a smart phone or Wi-Fi device used the Jamboree app. The few who did not use the app indicated they were aware of the app but decided not to use it (38.7%) or the app would not work on their device (36.6%). Those who selected “other” say they did not use the app because they could not find the app on the app marketplace, they had Wi-Fi problems on-site, or a friend had the app so they did not download it.

Did you use the Jamboree app?



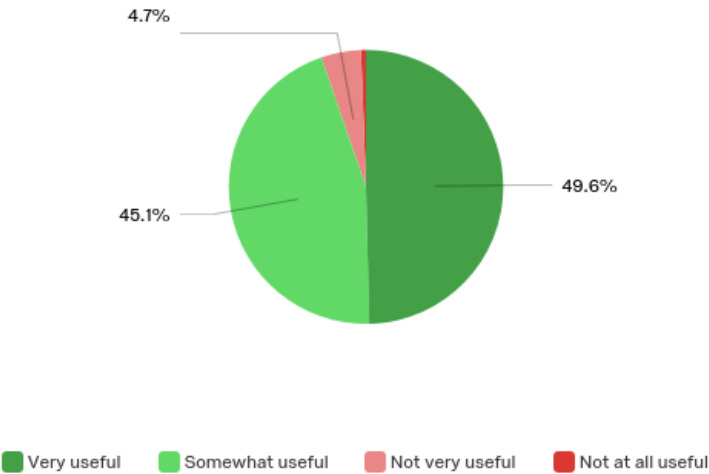
Base: 6,560 youth participants who brought a smart phone or Wi-Fi device

Why didn't you use the Jamboree app?



Overwhelmingly, youth who used the Jamboree app say it was very or somewhat useful.

How useful was the Jamboree app?

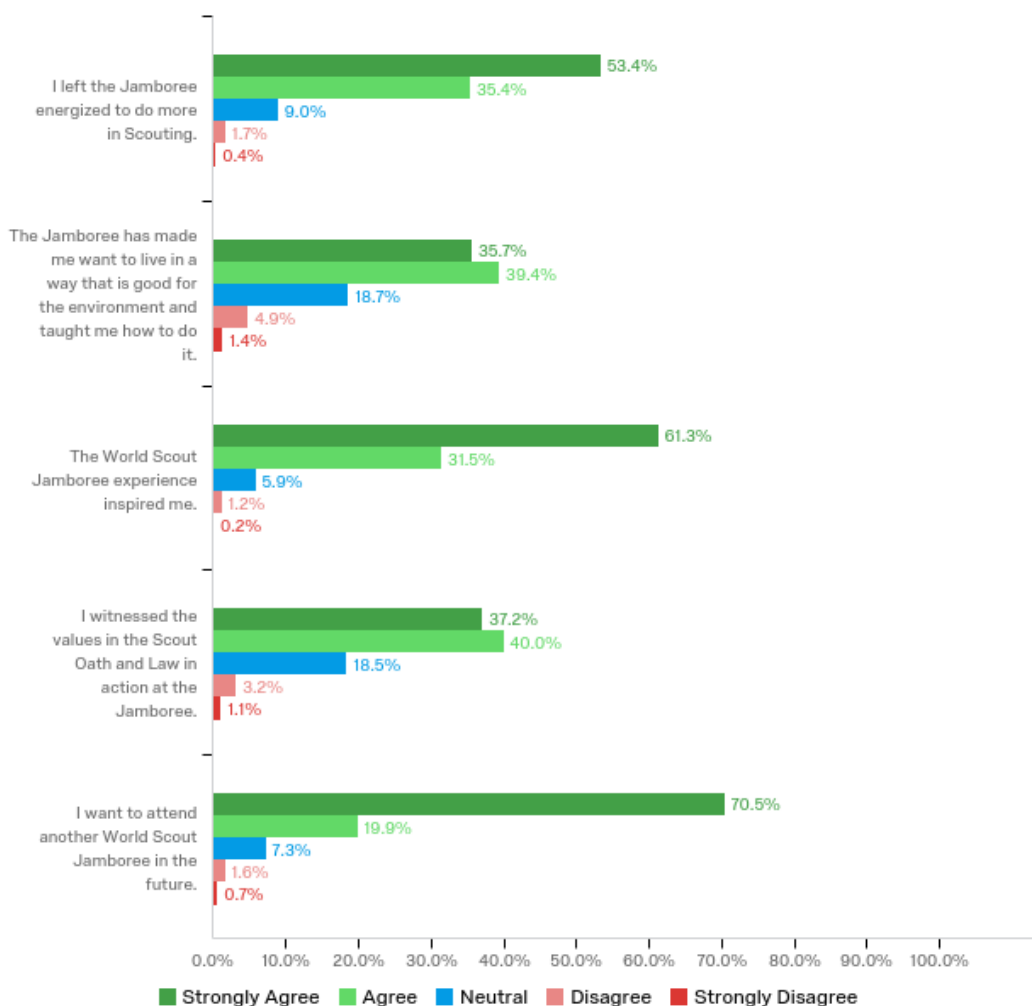


Base: 6,273 youth participants who used the Jamboree app

Connection to Scouting and Future Engagement

Overall, the 2019 World Scout Jamboree increased youth's connection to Scouting. The Jamboree inspired and energized youth so they left the Jamboree wanting to do more in Scouting and live in a way that is environmentally sound. Almost 90 percent indicate they want to attend another World Scout Jamboree in the future.

Please rate the extent to which you agree or disagree with each statement.



Base: 6,700 youth participants

Youth Differences by Gender

Gender comparisons have only been conducted between male and female youth participants as the number who selected other is too small for comparison. There are also 35 youth participants whose gender was not recorded in the registration database, so they are not included in this comparison.

Male youth are more likely than female youth to:

- Generally be more satisfied than female youth with the World Scout Jamboree,
- Hold leadership positions at jamboree,
- Attend Jamboree because someone wanted or encouraged them to go (parents/guardians/grandparents/leaders), they thought it would be fun, or they wanted to go to the Summit Bechtel Reserve.

Female youth are more likely than male youth to:

- Recommend attending future World Scout Jamborees to other Scouts,
- State their Jamboree troop members made them feel like part of the team,
- Agree attending made them feel like they are a part of something bigger than themselves,
- Say the experience inspired them,
- Agree the shower and toilet facilities are adequate for an 11-day event,
- Agree the Cultural Day, Opening Ceremony, and Unity shows were entertaining,
- Attend Jamboree because they wanted to learn about other cultures, make new friends, or had heard from other Scouts what a great time they had at the last World Scout Jamboree.

Youth Differences by Age

All comparisons include youth who are 14 to 17 years of age. Thirty-nine youth answering the survey are outside of that age range and are not included in the comparison due to the small number in each age category.

Overall, the older the youth is, the less excited they are about Jamboree.

Youth who are 14 year of age are more likely to say they attended Jamboree because a sibling was going or their parents/guardians wanted them to go. Fourteen-year-olds are less likely than other ages to say they attended Jamboree to learn about other cultures.

Youth who are 16 years old are less likely to say they attended because they wanted to tour America.

Sixteen and seventeen-year-old youth are more likely than younger youth to state Jamboree made them feel like they are a part of something bigger than themselves.

Compared to youth of other ages, those who are 17 are less likely to agree:

- The Jamboree grocery store had an adequate food stock, getting food is convenient, and they had been able to meet their dietary requirements or restrictions,
- The Unity Show, Opening Ceremony, and Closing Ceremony are inspiring and the Opening and Closing Ceremonies are entertaining,
- Communication at camp worked well,
- The lines for activities are reasonable,
- They had opportunities to meet new people and make friends,
- They attended in order to experience the Summit Bechtel reserve.

Youth who are 17 are more likely than youth of other ages to have:

- Toured another city before or after attending Jamboree,
- Attended Jamboree based on recommendations of Scouts who attended previous jamborees.

Youth Differences by Region

Those from the Europe region comprised most of the responses with the Interamerica region coming in second. The Asia-Pacific region was third and the Africa region fourth. The Eurasian and Arab regions only had 76 people between them. Because of these small base sizes, they are not included in the regional analyses.

Generally, those from the Interamerica and Africa regions are the most satisfied with the World Scout Jamboree while those from the Europe region are the least satisfied. Those from the Asia-Pacific region tend to vary between being more or less satisfied than the other regions depending on the topic.

Youth from the **Interamerican** region are more likely to attend because they wanted to go to the Summit Bechtel Reserve.

Youth from the **Interamerica** region are the least likely to:

- Attend because they wanted to tour America,
- Have visited another city before or after attending the Jamboree.

Youth from the **Africa** region are the most likely to say the Jamboree Handbook was useful.

Those from the **Africa** region are the least likely to say lines for most activities are reasonable.

Youth from the **Europe** region are the most likely to:

- Visit another city before or after attending Jamboree,
- Attend because other Scouts told them what a great time they had at the last World Jamboree,
- Be female.

Youth from the **Europe** region are least likely to agree:

- They had opportunities to meet new people and make friends,
- They felt safe,
- Attending the Jamboree made them feel like they are a part of something bigger than themselves,
- They participated in activities that made them want to carry out their Duty to God, others, and themselves,
- They participated in activities that promote Scouting friendships worldwide,
- The experience inspired them and made them want to attend another World Scout Jamboree in the future,
- They could easily find someone to answer their questions ,
- The program staff is friendly,
- They participated in sustainable practices,
- Jamboree made them want to live in a way that is good for the environment,
- The grocery store is adequately stocked,
- The suggested menus include food they like,
- Getting food at the grocery store is convenient,
- The food at the snack bars tastes good,
- The Unity Show was entertaining,
- The World Scout Center exhibits are great ,
- The Closing Ceremony is entertaining and inspiring,
- The Cultural Celebration Day Show is inspiring and entertaining,
- They attended because their parents/guardians wanted them to.

Youth from the **Asia-Pacific** region are more likely to:

- Agree they felt safe
- Say the Jamboree staff at sub-camp is friendly
- Feel the lines for most activities were reasonable
- Agree the Utility Show is inspiring
- State the Jamboree Handbook provides a lot of useful information and the information received before arriving prepared them for the event,
- Have attended because they were interested in learning new skills.

Youth from the **Asia-Pacific** region are more likely than youth from the **Europe** region to state a pre- or post-trip increased their satisfaction with the overall experience.

Youth from the **Asia-Pacific** region are the least likely to say the GrubMaster app was easy to use in the grocery store.

Youth from **Europe** and **Asia-Pacific** are most likely to say their Jamboree troop members made them feel like part of the team.

Youth from the **Europe** and **Asia-Pacific** regions are less likely than youth from the **Interamerica** or **Africa** regions to say they attended Jamboree to learn about other cultures.

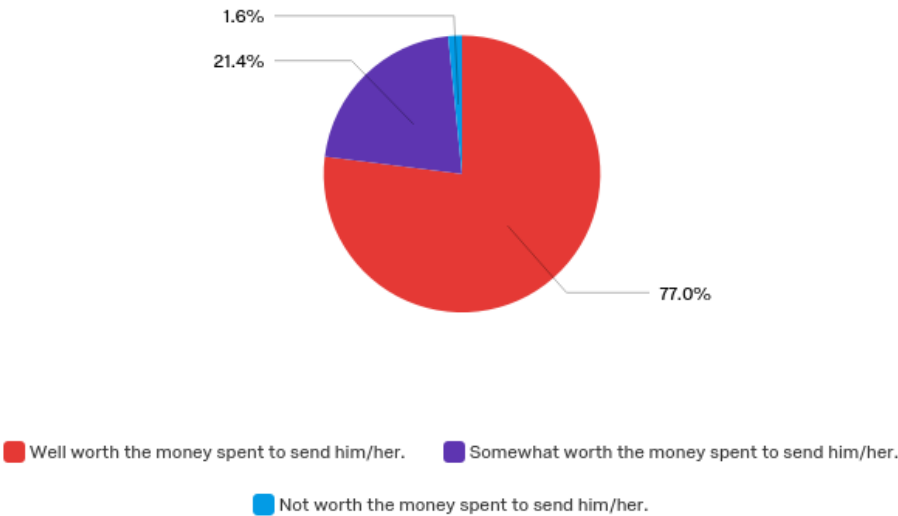
Youth from the **Europe** and **Asia-Pacific** regions are less likely than youth from the **Interamerica** region to:

- Feel energized to do more Scouting,
- Agree they witnessed the values of the Scout Oath and Law in action at the Jamboree,
- Believe they acted according to the Scout Oath and Law,
- Feel they provided service or help to others,
- Agree they were able to meet their dietary requirements or restrictions,
- Be satisfied with the toilet or shower facilities,
- State there were enough charging stations,
- Agree there was a good variety of activities,
- Believe the Global Development Village was great,
- State the Opening Ceremony was inspiring or entertaining,
- Agree the Cultural Day Celebration was great.

Parent Evaluation of Value of Experience

Overall, parents consider the experience their child had at the World Scout Jamboree to be worth the money they spent to send their child to the World Scout Jamboree.

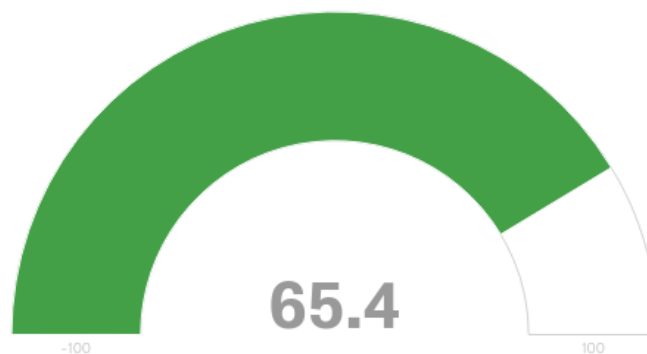
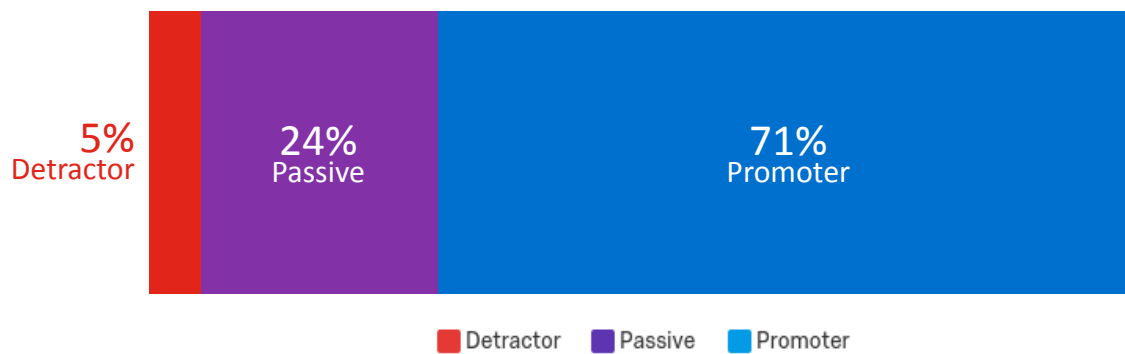
Considering the total cost of attending the World Scout Jamboree and the experiences your child had, would you say the Jamboree was:



Base: 3,365 parents of youth participants

More than 7 out of 10 parents are very likely to tell other parents about their child's experience at the Jamboree and will encourage others to have their son or daughter attend a future World Scout Jamboree.

How likely would you be to recommend that other parents send their son or daughter to future World Scout Jamborees?

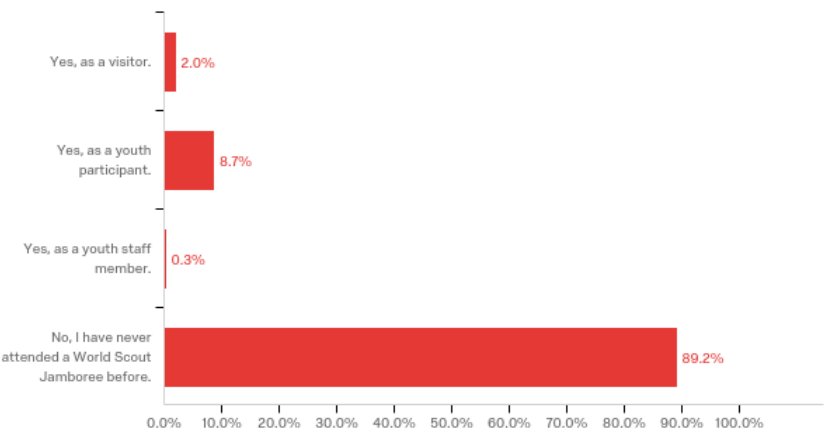


Base: 3,365 parents of youth participants

DEMOGRAPHICS

Previous Jamboree Experience

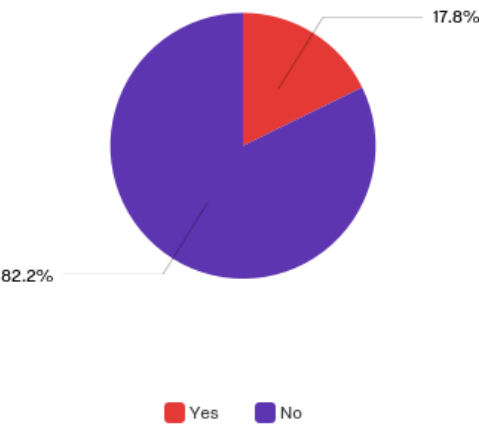
Have you attended a World Scout Jamboree prior to the 2019 Jamboree? (Select all that apply.)



Base: 6,700 youth participants

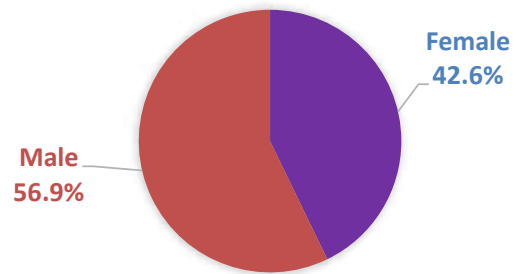
Jamboree Leadership

Did you hold a Jamboree troop leadership position at this Jamboree?



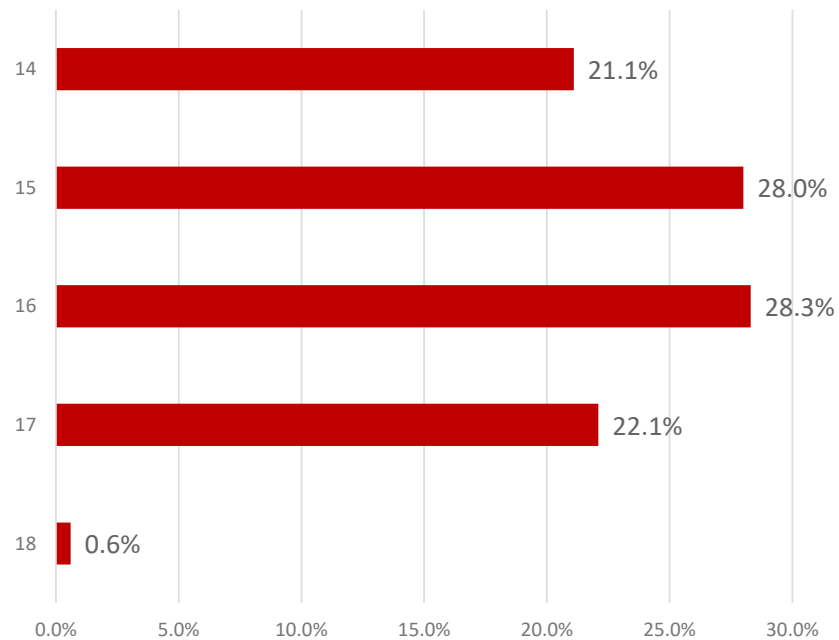
Base: 6,700 youth participants

Gender

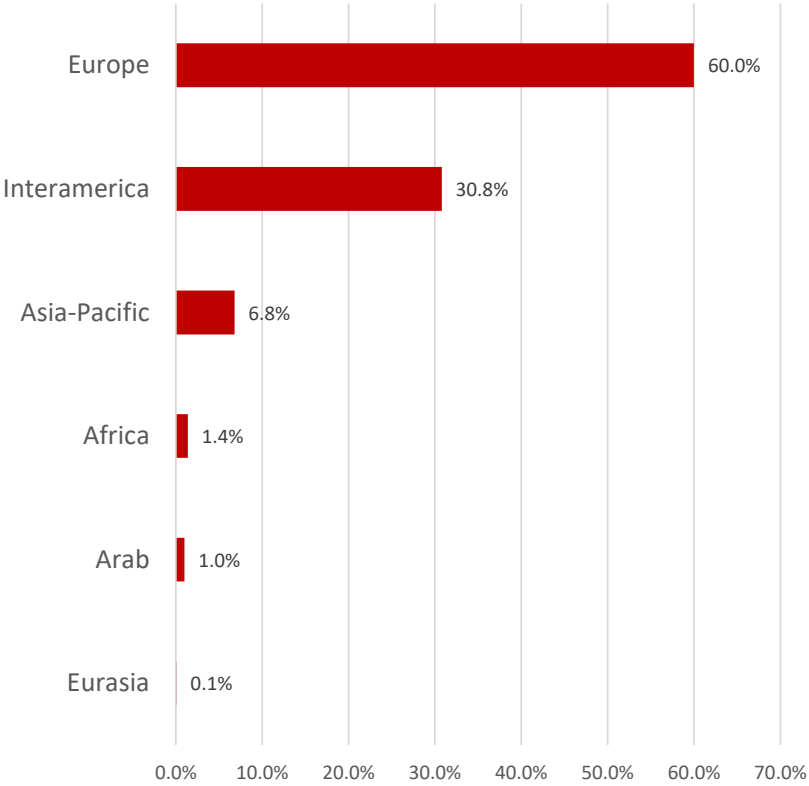


Base: 6,700 youth participants

Age



Base: 6,700 youth participants



Base: 6,700 youth participants

FINAL ATTENDANCE

24TH WORLD SCOUT JAMBOREE PARTICIPATION BY AGE

Youth Participants		
14	Male	62.7%
	Female	36.8%
	Unspecified	0.5%
	Total	20.0%

15	Male	60.3%
	Female	39.2%
	Unspecified	0.4%
	Total	29.5%

16	Male	59.2%
	Female	39.2%
	Unspecified	0.6%
	Total	28.6%

17	Male	59.2%
	Female	40.1%
	Unspecified	0.7%
	Total	21.9%

TOTAL	Male	60.3%
	Female	39.2%
	Unspecified	0.5%
	Total	100.0%

All Attendees		
TOTAL	Male	61.8%
	Female	37.4%
	Unspecified	0.8%
	Total	100.0%

Oldest Attendee	91
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Leaders/CMT/IST/JYPT/JPT		
18-19	Male	56.8%
	Female	40.8%
	Unspecified	2.4%
	Total	15.1%

20s	Male	55.9%
	Female	42.6%
	Unspecified	1.5%
	Total	27.9%

30s	Male	67.2%
	Female	31.3%
	Unspecified	1.5%
	Total	10.7%

40s	Male	67.8%
	Female	26.7%
	Unspecified	1.5%
	Total	13.5%

50s	Male	71.8%
	Female	26.7%
	Unspecified	1.5%
	Total	15.8%

60s	Male	81.2%
	Female	17.5%
	Unspecified	1.3%
	Total	10.3%

70+	Male	90.1%
	Female	9.7%
	Unspecified	0.2%
	Total	6.7%

TOTAL	Male	66.2%
	Female	32.1%
	Unspecified	1.7%
	Total	100.0%

ATTENDANCE BY TYPE AND NSO

209

Count of Attendee	Adult Leader	CMT (Contingent Management Team)	IST (International Service Team)	JPT (Jamboree Planning Team)	JYPT Medical	JYPT Program	Youth Participant	Grand Total
Angola Scout Association of Angola	4	4	7				56	71
Argentina Scouts de Argentina	23	24	73				212	332
Armenia Armenian National Scout Movement	1						7	8
Aruba Scouting Aruba	4	2	4				24	34
Australia The Scout Association of Australia	63	21	77				515	676
Austria Pfadfinder und Pfadfinderinnen	14	10	38				137	199
Azerbaijan Association of Scouts of Azerbaijan	3	1	4				10	18
Bangladesh Bangladesh Scouts	16	10	44				146	216
Belgium Guidisme et Scoutisme en Belgique	82	25	50				716	873
Belize The Scout Association of Belize	1		2				5	8
Bhutan Bhutan Scout Association			1					1
Bolivia Asociación de Scouts de Bolivia	38	16	94				343	491
Brazil União dos Escoteiros do Brasil	127	47	149	3			1116	1442
Burkina Faso Association des Scouts du Burkina Faso	1						6	7
Cabo Verde Associação dos Escuteiros de Cabo Verde	1						4	5
Cambodia National Association of Cambodian Scouts		1	1					2
Cameroon Boy Scouts of Cameroon		1	1					2
Canada Scouts Canada	75	53	132	38		2	444	744
Chile Asociación de Guías y Scouts de Chile	96	42	251				836	1225
Colombia Scouts Colombia	28	20	116				247	411
Comoros Wezombeli	1						5	6
Costa Rica Asociación de Guías y Scouts de Costa Rica	8	10	16	3			81	118
Cote d'Ivoire Fédération Ivoirienne du Scoutisme	3			1			8	12
Croatia The Scout Association of Croatia	8	8	4				72	92
Curacao Scouting Antiano	2	2	3				17	24

Count of Attendee		Adult Leader	CMT (Contingent Management Team)	IST (International Service Team)	JPT (Jamboree Planning Team)	JYPT Medical	JYPT Program	Youth Participant	Grand Total
Cyprus	Cyprus Scouts Association	11	7	24				95	137
Czech Republic	Junák - Czech Scouting	36	22	109	1			324	492
Denmark	The Danish Scout Council	52	24	80	3			461	620
Dominican Republic	Asociación de Scouts Dominicanos	4		6				18	28
Ecuador	Asociación de Scouts del Ecuador	35	12	37				300	384
Egypt	Egyptian Scout Federation	16	12	89	2			150	269
El Salvador	Asociación de Scouts de El Salvador	4	1	3				33	41
Estonia	Estonian Scout Association	2		2				7	11
Ethiopia	Ethiopia Scout Association	2	1	1	1			6	11
Finland	The Guides and Scouts of Finland	69	38	140	3			668	918
France	Scoutisme Français	35	17	44				291	387
French Polynesia	Polynesia Scouts Council			2					2
Georgia	Georgian Organization of the Scout Movement	2	2	1				16	21
Germany	Ring deutscher Pfadfinderverbände	116	54	74	5			1055	1304
Ghana	The Ghana Scout Association	5		3				15	23
Greece	Soma Hellinon Proskopon	6	5	20				53	84
Guatemala	Asociación de Scouts de Guatemala	3						19	22
Honduras	Asociación de Scouts de Honduras	5	4	9				39	57
Hong Kong	The Scout Association of Hong Kong	20	19	100	1			178	318
Hungary	Hungarian Scout Association (Magyar Cserkészövetség)	15	11	109	2			139	276
Iceland	The Icelandic Boy & Girl Scout Association (Bandalag Íslenskra Skáta)	14	8	33				121	176
India	The Bharat Scouts and Guides	23	7	133				198	361

Count of Attendee		Adult Leader	CMT (Contingent Management Team)	IST (International Service Team)	JPT (Jamboree Planning Team)	JYPT Medical	JYPT Program	Youth Participant	Grand Total
Indonesia	Gerakan Pramuka	8	3					68	79
Ireland	Scouting Ireland	32	18	79				273	402
Italy	Federazione Italiana dello Scoutismo	108	41	117	5			973	1244
Japan	Scout Association of Japan	112	32	75	1			995	1215
Jordan	The Jordanian Association For Boy Scouts and Girl Guides	2	2	8				17	29
Kazakhstan	Organisation of the Scout Movement of Kazakhstan	2	1					11	14
Kenya	The Kenya Scouts Association	5	4	4				27	40
Korea	Republic of (KOR) Korea Scout Association	36	24	71	69			313	513
Kuwait	Kuwait Boy Scouts Association	3	3					5	11
Latvia	The Scout & Guide Central Organization of Latvia (Latvijas Skautu un Gaidu centrālā organizācija)	1	1					9	11
Lebanon	Federation du Scoutisme Libanais	14	5	32	2			109	162
Liberia	Liberia Scout Association	1						5	6
Libya	Boy Scouts and Girl Guides of Libya	1						2	3
Liechtenstein	Pfadfinder und Pfadfinderinnen Liech- tensteins	7	8	12				57	84
Luxembourg	Scouting in Luxembourg	19	8	20				178	225
Macedonia	FYR The Scout Association of The former Yugoslav Republic of Macedonia	1						2	3
Madagascar	Tily Eto Madagasikara	2	5					13	20
Malawi	Scout Association of Malawi	2						8	10
Malaysia	The Scouts Association of Malaysia (Perse- kutuan Pengakap Malaysia)	8	8	55				68	139
Malta	The Scout Association of Malta	5	5	8				40	58
Mauritius	The Mauritius Scout Association	13	8	17				99	137

Count of Attendee		Adult Leader	CMT (Contingent Management Team)	IST (International Service Team)	JPT (Jamboree Planning Team)	JYPT Medical	JYPT Program	Youth Participant	Grand Total
Mexico	Asociación de Scouts de México	59	18	134	11		1	524	747
Monaco	Association des Guides et Scouts de Monaco	2	2	3				22	29
Mongolia	The Scout Association of Mongolia	2	1	4				11	18
Montenegro (Savez Izvidjaca Crne Gore)	Association of Scouts of Montenegro							2	2
Morocco	Fédération Nationale du Scoutisme Marocain	6	1	2				76	85
Mozambique	Liga dos Escuteiros de Moçambique							3	3
Namibia	Scouts of Namibia	3	2	2				30	37
Nepal	Nepal Scouts	4	2	2				31	39
Netherlands	Scouting Nederland	76	21	359	3			679	1138
New Zealand	Scouts New Zealand	5	3	9				41	58
Nicaragua	Asociación de Scouts de Nicaragua	2	1	12				7	22
Niger	Association des Scouts du Niger	1						5	6
Nigeria	The Scout Association of Nigeria			6				6	12
Norway	The Guides and Scouts of Norway	53	22	51	1			465	592
Oman	The National Organization for Scouts & Guides	1	1	7				13	22
Pakistan	Pakistan Boy Scouts Association	1	1	13				27	42
Panama	Asociación Nacional de Scouts de Panamá	5	3	1				32	41
Papua New Guinea New Guinea	The Scout Association of Papua New Guinea	1	1	3				8	13
Paraguay	Asociación de Scouts del Paraguay	7	4	8				51	70
Peru	Asociación de Scouts del Perú	20	9	28				177	234
Philippines	Boy Scouts of the Philippines	7	12	38				73	130
Poland	The Polish Scouting & Guiding Association	37	17	57	1			310	422
Portugal	Federação Escutista de Portugal	63	29	119				565	776
Qatar	Qatar Boy Scouts Association	3	5					19	27

Count of Attendee		Adult Leader	CMT (Contingent Management Team)	IST (International Service Team)	JPT (Jamboree Planning Team)	JYPT Medical	JYPT Program	Youth Participant	Grand Total
Romania	The National Scout Organization of Romania	2	4	13	1			20	40
San Marino	Associazione Guide e Esploratori Cattolici Sammarinesi	2	1	1				9	13
Saudi Arabia	Saudi Arabian Boy Scouts Association	5	3	41				24	73
Sierra Leone	Sierra Leone Scouts Association	1						6	7
Singapore	The Singapore Scout Association	1	2	2				9	14
Slovakia	Slovensky skauting	2	2	8				18	30
Slovenia	Scout Association of Slovenia	14	7	29	1			125	176
South Africa	Scouts South Africa	12	12	7				111	142
Spain	Federación de Escultismo en España	46	22	44	1			382	495
Sri Lanka	Sri Lanka Scout Association	9	15	37				75	136
Sudan	Sudan Boy Scouts Association	2		1				13	16
Suriname	Boy Scouts van Suriname	2	2	2				15	21
Sweden	Guides and Scouts of Sweden	171	53	264	4			1451	1943
Switzerland	Swiss Guide and Scout Movement	104	28	105				905	1142
Taiwan	Scouts of China	60	20	130	3			538	751
Tanzania	United Republic of Tanzania Scouts Association	3						5	8
Thailand	National Scout Organization of Thailand	15	14	19				86	134
Timor-Leste	União Nacional dos Escuteiros de Timor-Leste	2	2					9	13
Togo	Association Scoute du Togo	1						8	9
Trinidad and Tobago	The Scout Association of Trinidad and Tobago	8	5	4				64	81
Tunisia	Les Scouts Tunisiens	1	2	14				18	35
Turkey	Scouting and Guiding Federation of Turkey	2	6	1				15	24
Uganda	The Uganda Scout Association	1		3				6	10

Count of Attendee		Adult Leader	CMT (Contingent Management Team)	IST (International Service Team)	JPT (Jamboree Planning Team)	JYPT Medical	JYPT Program	Youth Participant	Grand Total
Ukraine	National Organization of Scouts of Ukraine	2	2	2				15	21
United Arab Emirates	Emirates Scout Association	1	7	2				12	22
United Kingdom	The Scout Association	399	69	716	51			3572	4807
United States of America	Boy Scouts of America,								
United States of America	Boy Scouts of America							8	8
United States of America	Boy Scouts of America	596	101	2926	512	38	82	4883	9138
Uruguay	Movimiento Scout del Uruguay	7	1	13				65	86
Venezuela	Asociación de Scouts de Venezuela							5	5
Vietnam	Pathfinder Scouts Vietnam		1					2	3
WOSM				3	126				129
WOSM	Africa Region	2		2				58	62
WOSM	Arab Region				1				1
WOSM	Asia Pacific Region	1						5	6
WOSM	Eurasia Region	1							1
WOSM	European Region	1						5	6
WOSM	Interamerican Region				1			3	4
Zambia	Zambia Scouts Association							1	1
Zimbabwe	The Scout Association of Zimbabwe	2		3				12	17
Grand Total		3292	1253	7834	857	38	85	28200	41559

25TH WORLD SCOUT JAMBOREE

The 25th World Scout Jamboree will be hosted by South Korea in August 2023. The theme is “Draw your Dream.” SaeManGeum is a 10-square-kilometer/3.9-square-mile campsite in the Jeollabuk-do province, where Scouts will enjoy a smart and advanced program. The Jamboree will also give the world a chance to learn authentic Korean culture and traditions. Come to South Korea! It’s the right time to draw your dreams! Visit www.2023wsjkorea.org/ for more information.





24th World Scout Jamboree

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