



2015 **Council** *and* **District** **Growth Plan Workbook**

Executive Staff Member _____

_____ **District** _____ **Council**

Boy Scouts of America



BOY SCOUTS OF AMERICA®



All council and district volunteers and staff should be deeply involved in and committed to helping to increase youth retention and new-unit growth.



Fellow Scouters,

Strong units, as we know, deliver the program promises of Scouting to young people while also attracting a volunteer base that can bring those promises to life. Strong units generate future volunteers at the district and council levels, as well as vital financial support for local councils.

Units that deliver the promise of Scouting get their start as professionals study their territory, identify opportunities for growth, and draft a membership growth plan for success.

That's where the *2015 Council and District Growth Plan Workbook* comes into play. I encourage you to use this workbook to create a solid plan for reaching and engaging young people in the communities served by your district and council.

The process and resources shared in the workbook will help you develop plans to establish new, strong units and sustain existing units. In addition, the section titled "The Membership Recruiting Cycle" provides guidance for involving your volunteers.

Keep in mind that the outcomes of Scouting are achieved by engaging youth and adult volunteer leaders in quality Scouting experiences. That begins as you lead the way by developing an annual growth plan for the communities you serve.

I'm proud to be working alongside you in this great organization, and I look forward to celebrating the differences you've made in the lives of young people.

With best wishes to you,

A handwritten signature in cursive script that reads "Wayne Brock".

Wayne Brock
Chief Scout Executive
National Council
Boy Scouts of America

COUNCIL AND DISTRICT GROWTH PLANNING STEPS

Your *2015 Council and District Growth Plan Workbook*, with its facts and analysis, will prepare you to participate in the council's staff growth conference.

Step 1 Review this workbook thoroughly with the help of your staff leader and determine which information to complete before the conference.

Step 2 Complete the membership growth opportunity information on pages 3–5. This helps show where growth is most needed and also provides comparisons with Scouting outside your district.

Step 3 List all current units and identify new-unit prospects on the BSA Unit Prospect List on page 6. (You will probably need to make several copies of this page.) This chart will help you pinpoint **where to best plan for growth in units**. On page 17 is a list of the top 34 organizations with Scouting units nationally. These would naturally be at the top of your prospect list to involve in new-unit organization. To assist you with this planning, you should use the Community Organizational Survey Worksheet, No. 522-222, as a guide. There are other key resources available on www.scouting.org/membership and on BSA Info under Council and District Operations.

Step 4 Make 12 copies of the Monthly Unit Growth Projections and Monthly Membership Growth Projections charts on pages 7 and 8 of this workbook (one copy for each month of your plan for the coming year).

Step 5 Complete the Monthly Unit and Membership Growth Projections charts for each month—January through December. Review your projections with your staff leader. These charts help you spread your district's growth throughout the year.

Step 6 Complete the Total Council/District Traditional Membership Projections and Total Council/District Traditional Unit Projections tables on pages 9 and 10. These provide bottom-line figures for your district's part of the overall council growth plan.

Step 7 Contact each unit to complete the Membership Chair Contact Sheet on page 26.

Step 8 Review the Journey to Excellence Dashboards (council and district), and utilize the tools offered at www.scouting.org/JTE in the Council Tools and District Tools sections.

CUB SCOUTING—AGE MEMBERSHIP GROWTH OPPORTUNITY COUNCIL/DISTRICT

Before developing your growth plan, gather the following information, do the calculations, and determine what your opportunities are for growth.

Some of you will be far ahead of the averages, and you will need to concentrate on geographical areas

within your territory that are below *your* average for growth.

Others will find that you are behind the averages and have great potential for growth throughout your territory.

Cub Scout—age TAY _____ Cub Scout membership _____ Cub Scout packs _____
(2013–2014 school year) (12/31/2014) (12/31/2014)

Council	District	Zone*	Zone	Zone	Zone
_____	_____	_____	_____	_____	_____

Opportunity to join
(No. of packs for every 100 available youth)

$\frac{\text{No. of packs}}{\text{TAY} \div 100} =$	_____	_____	_____	_____	_____	_____
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Market share
(Density or percent of total available youth served)

$\frac{\text{Year-end membership}}{\text{TAY}} =$	_____	_____	_____	_____	_____	_____
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Average size of unit

$\frac{\text{Year-end membership}}{\text{No. of packs}} =$	_____	_____	_____	_____	_____	_____
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*Zone could be schools, communities, neighborhoods, etc. Compute for each zone in the district.

Note: Be sure to include Tiger Cubs in all calculations.

CUB SCOUTING—AGE YOUTH					
12/31/13					
Region	Northeast	Southern	Central	Western	National
Opportunity to Join	0.32	0.33	0.47	0.52	0.41
Market Share	12.2	12.8	17.0	11.8	13.3
Average Size	38	38	36	23	33

BOY SCOUTING—AGE MEMBERSHIP GROWTH OPPORTUNITY COUNCIL/DISTRICT

Before developing your growth plan, gather the following information, do the calculations, and determine what your opportunities are for growth.

Some of you will be far ahead of the averages, and you will need to concentrate on geographical areas

within your territory that are below *your* average for growth.

Others will find that you are behind the averages and have great potential for growth throughout your territory.

Boy Scout—age TAY _____ Boy Scout membership _____ Boy Scout troops/Varsity Scout teams _____
(2013–2014 school year) (12/31/2014) (12/31/2014)

Council	District	Zone*	Zone	Zone	Zone
_____	_____	_____	_____	_____	_____

Opportunity to join
(No. of troops for every 100 available youth)

$\frac{\text{No. of troops/teams}}{\text{TAY} \div 100} =$	_____	_____	_____	_____	_____
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Market share
(Density or percent of total available youth served)

$\frac{\text{Year-end membership}}{\text{TAY}} =$	_____	_____	_____	_____	_____
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Average size of unit

$\frac{\text{Year-end membership}}{\text{No. of troops/teams}} =$	_____	_____	_____	_____	_____
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*Zone could be schools, communities, neighborhoods, etc. Compute for each zone in the district.
Note: Include Varsity Scouts and Varsity Scout teams in all calculations.

BOY SCOUTING—AGE YOUTH					
12/31/13					
Region	Northeast	Southern	Central	Western	National
Opportunity to Join	0.51	0.49	0.61	1.26	0.71
Market Share	12.2	10.7	13.3	18.7	13.6
Average Size	25	22	22	15	19

VENTURING-AGE MEMBERSHIP GROWTH OPPORTUNITY COUNCIL/DISTRICT

Before developing your growth plan, gather the following information, do the calculations, and determine what your opportunities are for growth.

Some of you will be far ahead of the averages, and you will need to concentrate on geographical areas

within your territory that are below *your* average for growth.

Others will find that you are behind the averages and have great potential for growth throughout your territory.

Venturing-age TAY _____ (2013-2014 school year)	Venturing membership _____ (12/31/2014)	Venturing crews _____ (12/31/2014)	
Council	District	Zone*	Zone
		_____	_____

Opportunity to join
(No. of crews for every 100 available youth)

$$\frac{\text{No. of crews}}{\text{TAY} \div 100} = \text{_____}$$

Market share
(Density or percent of total available youth served)

$$\frac{\text{Year-end membership}}{\text{TAY}} = \text{_____}$$

Average size of unit

$$\frac{\text{Year-end membership}}{\text{No. of crews}} = \text{_____}$$

*Zone could be schools, communities, neighborhoods, etc. Compute for each zone in the district.

VENTURING-AGE YOUTH					
12/31/13					
Region	Northeast	Southern	Central	Western	National
Opportunity to Join	0.06	0.08	0.09	0.28	0.12
Market Share	0.9	1.2	1.3	2.7	1.5
Average Size	14	15	14	10	12

MONTHLY UNIT GROWTH PROJECTIONS

Council/District _____ Month of _____ Professional _____

	Packs	Troops	Teams	Crews	Total Units
1. Number of units at end of last month					0
2. This month's goal					0
3. Line 1 minus line 2					0
4. Dropped units	-	-	-	-	-0
5. Total needed (add lines 3 and 4; probably will be a minus)					0
6. New units	+	+	+	+	+0
7. Separated reregistered units	+	+	+	+	+0
8. Add lines 5, 6, and 7 (balance must be zero to make goal)					+0

MONTHLY MEMBERSHIP GROWTH PROJECTIONS

Council/District _____ Month of _____ Professional _____

	Tigers	Cub Scouts	Webelos Scouts	Boy Scouts	Varsity Scouts	Venturers	Total
1. Membership at end of last month							0
2. This month's goal							0
3. Line 1 minus line 2							0
4. Members lost in renewed charters	-	-	-	-	-	-	-0
5. Members lost in dropped units	-	-	-	-	-	-	-0
6. Total needed (add lines 3, 4, and 5; probably will be a minus)							0
7. Members in new units	+	+	+	+	+	+	+0
8. Members in separated reregistered units	+	+	+	+	+	+	+0
9. Additional enrollments	+	+	+	+	+	+	+0
10. Add lines 6, 7, 8, and 9 (balance must be zero to make goal)							0

Unit Figuring Chart

Units Due to Renew Charters (Check each unit's loss at last charter renewal; put on line 4.)		Units to Drop (Figure a 100 percent loss in youth; put on line 5.)		New Units (Figure a 100 percent addition in youth; put on line 7.)		Separated Reregistered Units (Figure a 100 percent addition in youth; put on line 8.)	
Unit	No. Boys	Unit	No. Boys	Unit	No. Boys	Unit	No. Boys
Line 4 loss	_____	Line 5 loss	_____	Line 7 gain	_____	Line 8 gain	_____

Units to be contacted for additional enrollment:

TOTAL COUNCIL/DISTRICT TRADITIONAL MEMBERSHIP PROJECTIONS

	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Tiger Cubs												
2014 Actual												
2015 Objective												
Cub Scouts												
2014 Actual												
2015 Objective												
Webelos Scouts												
2014 Actual												
2015 Objective												
Total Cub Scouts												
2014 Actual												
2015 Objective												
Boy Scouts												
2014 Actual												
2015 Objective												
Varsity Scouts												
2014 Actual												
2015 Objective												
Total Boy Scouts/ Varsity Scouts												
2014 Actual												
2015 Objective												
Venturers												
2014 Actual												
2015 Objective												
Total Members												
2014 Actual												
2015 Objective												

TOTAL COUNCIL/DISTRICT TRADITIONAL UNIT PROJECTIONS

	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Packs												
2014 Actual												
2015 Objective												
Troops												
2014 Actual												
2015 Objective												
Teams												
2014 Actual												
2015 Objective												
Crews												
2014 Actual												
2015 Objective												
Total Units												
2014 Actual												
2015 Objective												

OTHER FACTORS IN MEMBERSHIP GROWTH OPPORTUNITY

District map. Plot all unit locations on a map and look for holes. List major underserved areas.

Pack-troop linkages. Do you have troops without feeder packs? List them.

Do you have packs with no troop to send their Webelos Scouts to? List them.

Schools without units. Every elementary school should be able to support a Cub Scout pack. List schools without a pack.

OTHER FACTORS IN MEMBERSHIP GROWTH OPPORTUNITY

Missing age group.

Do you have packs without Tigers? List them.

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Do you have troops without younger Scouts? List them.

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Do you have crews without younger Venturers? List them.

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Too many Webelos Scouts.

Do you have packs that plan to graduate more Webelos Scouts than their sister troop can handle? Start a new troop. List them.

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Crew opportunities.

What special opportunities are there for new crews? List them.

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; Commissioners play the key role in preventing dropped units; be sure your commissioner team is fully staffed.

OTHER FACTORS IN MEMBERSHIP GROWTH OPPORTUNITY

School district densities. Review the percentage of youth served in each school district. List school districts with the lowest density.

Units in poor health. List units needing major help to prevent membership loss. Start with units listed in the unit health review of the latest membership validation. Indicate the problem(s) and which commissioner or other volunteer is assigned to help.

Now list units that are not currently bronze units based on the membership criteria.

Add units recently identified by the commissioner staff as having major problems or program deficiencies.

District Scouters needed. List the number of additional district Scouters needed to cause your district to grow. See "Inventory Worksheets" in *Selecting District People*, No. 34512.

Additional commissioners needed _____

Additional membership committee members needed _____

Other operating committee persons needed _____

MULTICULTURAL MARKETS GROWTH WORKSHEET

(For use in appropriate councils/districts)

Target District _____

Target Area	TAY	Current 12/31/14 Members	Projected 12/31/15 Members	Current 12/31/14 Density	Projected 12/31/15 Density	Current 12/31/14 Units	Projected 12/31/15 Units
1.							
2.							
3.							
4.							
5.							
6.							
Total for All Multicultural Markets Communities							

Do not duplicate these figures by adding them to district figures to obtain council totals.

Please use this worksheet to help your council staff plan the growth from your Multicultural Markets program. Select the target communities for your program. Distribute copies of this page to the staff members responsible for serving each community.

RURAL EMPHASIS GROWTH WORKSHEET
 (For use in appropriate councils/districts)

Target District _____

Target Area or County	TAY	Current 12/31/14 Members	Projected 12/31/15 Members	Current 12/31/14 Density	Projected 12/31/15 Density	Current 12/31/14 Units	Projected 12/31/15 Units
1.							
2.							
3.							
4.							
5.							
6.							
Total for All Rural Emphasis Communities							

Do not duplicate these figures by adding them with district figures to obtain council totals.

Please use this worksheet to help your council staff plan the growth from your rural emphasis program. Select the target communities for your rural emphasis. Distribute copies of this page to the staff members responsible for serving each community.

UNITS AND YOUTH GROWTH NEEDED TO MAINTAIN OR INCREASE DENSITY
(From Your Council's Strategic Plan)

A plan to determine unit growth needed if current density and average unit size are to be maintained

_____ District _____ Council	(1) 2014	(2) 2015	(3) 2016	(4) 2017	(5) 2018
Cub Scouting					
School Year	2013–2014	2014–2015	2015–2016	2016–2017	2017–2018
(A) TAY					
(B) Density					
(C) Members					
(D) Average unit size					
(E) Packs					
Boy Scouting					
(A) TAY					
(B) Density					
(C) Members					
(D) Average unit size					
(E) Troops/teams					
Venturing					
(A) TAY					
(B) Density					
(C) Members					
(D) Average unit size					
(E) Crews					

1. Fill in column 1 with current figures for each program group.
2. Complete line A, columns 2–5, filling in your projected total available youth for each group.
3. Multiply projected TAY from step 2 by current or desired density percentage (line B). Do this for each column, 2–5, and place each result (**members needed**) on line C for that column. Do this for each program group.
4. Divide projected members (line C, columns 2–5) by current unit size (line D, column 1). Do this for each column, 2–5. Place each result (**units needed**) on line E for the column.

	TOP CHARTERED ORGANIZATIONS SERVING UNITS AND MEMBERSHIP NATIONALLY	TOP 10 RELIGIOUS ORGANIZATIONS	2013 YOUTH ACTUAL	2012 UNITS ACTUAL
1	The Church of Jesus Christ of Latter-day Saints	1	412,720	37,928
2	United Methodist Church	2	371,499	11,287
3	Catholic Church	3	286,733	8,795
4	Presbyterian Church	4	126,969	3,714
5	Lutheran Church	5	121,096	4,030
6	Groups of citizens		110,248	3,782
7	Baptist churches	6	108,435	4,282
8	Business/industry		69,867	3,127
9	American Legion and Auxiliary		69,490	2,659
10	Lions International		68,732	2,445
11	Other community organizations		51,187	1,931
12	Rotary International		42,795	1,399
13	Episcopal Church	7	41,361	1,243
14	United Church of Christ, Congregational Church	8	39,234	1,266
15	Christian Church (Disciples of Christ)	9	34,452	1,231
16	Fire departments		33,426	1,303
17	VFW, Auxiliary, Cootie		31,583	1,118
18	Kiwanis International		31,153	986
19	Community churches	10	30,340	1,081
20	Other churches		24,665	962
21	Community centers, settlement houses		23,309	1,104
22	Elks Lodges (BPOE)		23,023	817
23	Boys' and Girls' Clubs		22,929	695
24	Church of Christ		16,100	566
25	Nonprofit agencies		14,345	544
26	Chambers of commerce, business associations		13,424	510
27	Playgrounds, recreation centers		11,951	479
28	Athletic booster clubs		11,430	516
29	Homeowners associations		10,111	318
30	YWCA, YMCA		9,720	401
31	Optimist International		9,509	274
32	Conservation clubs/Izaak Walton League		7,956	335
33	Loyal Order of Moose		7,784	297
34	Masons/Eastern Star		7,740	337

THE MEMBERSHIP RECRUITING CYCLE

January

Roundup plan shared and finalized at council growth-planning conference.
Review and analyze marketing plan used for previous Cub Scout roundup and Boy Scout open house campaigns.
Analyze previous membership and unit status.
Follow up with prospective chartered organizations for new-unit event.
Complete Webelos-to-Scout transition plan.
Webelos are assigned to troops.
Design spring recruitment materials.
New-unit blitz chair recruited (council/district).
Review and display the new-unit list councilwide.
Conduct membership conference with council membership committee.
Put Populate Your Pin cards in renewal kits.
Train staff on unit pin/unit lead management.
Have units promote Martin Luther King Jr. Day activity.

February

Conduct council/district Key 3 membership meetings.
Recruit and train council Cub Scout roundup and Boy Scout open house chairs.
Work with council Cub Scout roundup and Boy Scout open house chairs to start recruiting additional needed manpower.
New-unit organizers recruited.
District Cub Scout roundup coordinators recruited.
Recruit council membership campaign marketing chair.
Determine council marketing plan that will be implemented for membership campaign.
Conduct an activity interest survey for Venturing.
Conduct a high-adventure survey.
Plan the kickoff for new packs, troops, teams, and crews.
Schedule the new-unit blitz.
Conduct open house training for crews and troops.
Emphasize Boy Scout peer-to-peer recruitment.
Write letter to superintendents seeking School Night assistance.
Webelos Scouts cross over into troops.
Host the districtwide Webelos crossover ceremony.
Day camp presentations at the blue and gold banquet.
Spring recruitment materials are ordered.
Review and display new-unit list councilwide.
Review with unit commissioners how to populate unit pins.
Give the council commissioner a report on which unit pins are not in unit mode.
Have units highlight Webelos-to-Scout transition.
Have units promote Scout Anniversary activity.

March

Start contacting school superintendents and principals to secure their support and participation.
Complete recruitment and training of district Cub Scout roundup chairs, new-unit organizers, and district Cub Scout roundup coordinators.
Work with district Cub Scout roundup coordinators to start recruiting pack roundup coordinators.
Conduct your council Cub Scout roundup committee briefing.
Complete the activity interest survey for prospective Venturers.
Conduct a high-adventure survey for prospective Boy Scouts in fifth and sixth grades.
Conduct the new-unit blitz.
Conduct a new-unit event for packs, troops, teams, and crews.
Conduct open houses for new troops and crews.
Conduct an outdoor experience event for crews.
Determine low-point council membership.
Institute a plan to bring back boys who did not renew membership.
Spring recruitment kickoff.
Council membership committee meeting.
Superintendent meetings.
Review and display the new-unit list councilwide.
Have units highlight Boy Scout-to-Venturing transition event.
Promote spring recruitment.
Promote peer-to-peer activity.

April

Conduct the district Cub Scout roundup briefing for the district roundup coordinator and commissioners.
Complete the recruitment and training of pack roundup coordinators.
Complete contacts with school leadership and building principals to secure their support and participation.
Order campaign marketing supplies.
Start assignment and/or recruitment commissioners needed to assist with Cub Scout roundup campaign.
Alternate date for a new-unit event for packs, troops, teams, and crews.
Schedule dropped youth phone-a-thon.
Schedule a district outing for new youth prior to summer camp.
Conduct a districtwide outdoor experience for new Scouts.
Conduct spring boy talks.
Review and display the new-unit list councilwide.
Promote spring recruitment (open house).
Promote peer-to-peer activity.

May	<p>Conduct pack roundup committee chair training for pack roundup coordinators and district roundup commissioners. Identify and secure alternate locations for rally nights as needed.</p> <p>Start securing community organizations' agreements to be chartered to operate new units.</p> <p>Complete the assignment and/or recruitment of needed roundup commissioners.</p> <p>Complete June membership objective.</p> <p>Hold council membership committee meeting.</p> <p>Review and display the new-unit list council-wide.</p> <p>Have units promote Mother's Day activity.</p> <p>Have units promote Memorial Day activity.</p> <p>Units post peer-to-peer activity videos.</p>
June	<p>Continue securing community organization agreements to be chartered to operate new units.</p> <p>Secure locations for billboards, banners, yard signs, etc.</p> <p>Develop a campaign to encourage units to populate their unit pins on BeAScout.org.</p> <p>Have units promote Father's Day activity.</p> <p>Have units promote Flag Day activity.</p>
July	<p>Confirm dates and times of flier distribution and rallies with schools and alternate locations.</p> <p>Start the publicity/marketing campaign. Focus on seven "hits" or contacts.</p> <p>District Cub Scout roundup coordinator confirms rally locations, dates, times, and readiness levels with pack roundup coordinators.</p> <p>Begin promotions to encourage units to populate their unit pins on BeAScout.org.</p> <p>Have units promote summer activity locations.</p> <p>Have units promote Independence Day activity.</p>
August/ September	<p>Start conducting boy talks and flier distribution in schools and alternate rally locations.</p> <p>New-unit organizers complete the organization and registration of new units.</p> <p>Deliver news releases to all local media.</p> <p>Post billboards, banners, yard signs, etc., early and for as long as possible.</p> <p>Conduct school rallies or sign-up programs as scheduled.</p> <p>Conduct a council/district Cub Scout roundup committee meeting to review results and develop follow-up strategies.</p> <p>Ensure that all new leaders receive Fast Start, Youth Protection, and This Is Scouting training, and that the training is recorded in the council.</p> <p>Continue encouraging units to populate their unit pins on BeAScout.org.</p> <p>Have units post summer camp videos.</p> <p>Have units update pin contact information.</p> <p>Have units highlight popcorn campaign.</p> <p>Have units highlight sign-up night location.</p> <p>Have units post council new-youth videos.</p> <p>Have units promote "join Scouting night."</p>
October	<p>Conduct a council/district Cub Scout roundup committee meeting to review results and develop follow-up strategies.</p> <p>Continue to complete new-unit organization and registration.</p> <p>Continue recruiting presentations and rallies until the goal is exceeded.</p> <p>Continue to ensure training is provided to and recorded for all new leaders.</p> <p>Commissioners conduct membership inventories to ensure all members are registered and participating in dens.</p> <p>The council/district conducts an outdoor or other major event for all new families.</p> <p>Send a thank-you letter and token of appreciation to school superintendents, school principals, and chartered organizations for their support.</p> <p>Promote School Night for Scouting locations.</p> <p>Have units promote "join Scouting night."</p>
November	<p>Conduct a council/district Cub Scout roundup committee meeting to review results and develop follow-up strategies.</p> <p>Continue to complete new-unit organization.</p> <p>Continue recruiting presentations and rallies until the goal is exceeded.</p> <p>Continue to ensure training is provided to and recorded for all new leaders.</p> <p>Commissioners conduct membership inventories to ensure all members are registered and participating in dens.</p> <p>The pack holds an overnighter or another new-member event.</p> <p>Unit leader training at councilwide training course.</p> <p>Have units thank veterans on unit pin.</p> <p>Highlight council community service project (Scouting for Food).</p> <p>Put Populate Your Pin cards in renewal kits.</p>
December	<p>Conduct a council/district Cub Scout roundup committee meeting to review results and develop follow-up strategies.</p> <p>Continue to complete new-unit organization.</p> <p>Continue recruiting presentations and rallies until the goal is exceeded.</p> <p>Continue to ensure training is provided to and recorded for all new leaders.</p> <p>Commissioners conduct membership inventories to ensure all members are registered and participating in dens.</p> <p>Recognize staff members and volunteers who achieve their membership objectives.</p> <p>The council conducts an outdoor event for new families.</p> <p>The unit holds an overnighter or other new-member event.</p> <p>Conduct roundtable and commissioner meeting review and report membership results.</p> <p>Begin membership inventories.</p> <p>Review the process of reviewing a charter.</p> <p>Review strategies for getting more units to populate their unit pins.</p> <p>Have units post community service project video.</p> <p>Have units confirm that chartered organization representatives' and committee chairs' email addresses are up to date through myscouting.org.</p> <p>Put Populate Your Pin cards in renewal kits.</p>

UNIT MEMBERSHIP PLAN

Cub Scouting

- I. **Identify and verify currently registered members of the Cub Scout pack.**
 - a. Obtain membership rosters from each den and cross-reference the rosters against the list of registered Scouts. Register any boys who are not currently registered. (This will be provided by the local council.)
- II. **Unit Membership Analysis**
 - a. Track three-year historical membership.
 - b. Track three-year retention rate by names of registered Scouts.
 - c. Track three-year advancement.
 - d. Identify where new Tiger Cubs are to be recruited in the spring. Is there a kindergarten class or classes that feed into this pack?
- III. **Membership Goals/Plans**
 - a. Project the number of Tigers who will be recruited to start a new den, using school enrollment figures.
 - b. Use the spring Tiger recruitment plan to recruit two or more Tiger leaders.
 - c. Complete spring Tiger recruitment and registration.
 - d. Recruit non-Cub Scouts in the first through fourth grades to join.
 - e. Recruit and train a full pack committee, including a pack membership chair.
 - f. Conduct activities in the community to promote Cub Scouting (marketing).
 - g. Plan and conduct a sign-up night rally.
 - h. Conduct a call night for youth who did not renew membership.
 - i. Plan and carry out Webelos-to-Scout transition (including at least two activities with a troop).
- IV. **Community Partnership**
 - a. Have the Cub Scout pack conduct two service projects benefiting the chartered organization.
 - b. Be visible within the community. Participate in uniform in community events, e.g., Scouting for Food and local parades.

UNIT MEMBERSHIP PLAN

Boy Scouting

- I. **Identify and verify currently registered members of the troop.**
 - a. Obtain membership rosters and cross-reference the rosters against the list of registered Boy Scouts. Register any youth who are not currently registered. (This will be provided by the local council.)
- II. **Unit Membership Analysis/Goals**
 - a. Track three-year historical membership.
 - b. Track three-year retention rate by names of registered Scouts.
 - c. Track three-year advancement.
 - d. Set a goal to retain the number of boys in three years.
 - e. Set a goal to retain the number of boys each year for three years.
- III. **Plans for Membership Growth**
 - a. Project the number of new Boy Scouts who will be recruited to start a new patrol, using the TAY (Total Available Youth) in the zip code the troop is in. The TAY by zip code can be obtained from your district executive. You may also use the school's enrollment numbers.
 - b. Send a letter to parents of Scouts who did not reregister in Scouting, asking what can be done to bring them back to Scouting.
 - c. Recruit non-Scouts in the fifth through the eighth grades.
 - d. Conduct peer-to-peer recruitment activity.
 - e. Work with packs in the area to conduct Webelos-to-Scout transition.
 - f. Conduct a troop open house.
- IV. **Community Partnership**
 - a. Have Boy Scouts conduct service projects benefiting the chartered organization.
 - b. Be visible within the community. Participate in uniform in community events, e.g., Scouting for food and local parades.

UNIT MEMBERSHIP PLAN

Venturing

I. Identify and verify currently registered members of the Venturing crew.

- a. Obtain membership rosters and cross-reference the rosters against the list of registered Venturers. Register any youth who are not currently registered. (This will be provided by the local council.)

II. Unit Membership Analysis

- a. Track three-year historical membership.
- b. Track three-year retention rate by names of registered Venturers.

III. Membership Goals/Plans

- a. Project the number of new youth members who will be recruited to replace those Venturers who have moved on.
- b. Recruit non-Venturers in the eighth grade.
- c. Identify Boy Scout troops to share crew information with.
- d. Recruit and train new Venturing officers, including a vice president of administration, who is responsible for membership.
- e. Conduct an interest survey.
- f. Conduct a Venturing-specific open house.
- g. Review ideas listed below. Information on how to implement them can be found in the *Venturing Advisor Guidebook*.
 1. Middle school recruiting opportunities
 2. Keys to a successful crew open house
 3. Identify a local college/university in the area.
 4. B.A.R.F. (Bring A Real Friend)—This is an open house geared around peer-to-peer recruitment with a specific theme. Venturers invite their friends to an open house built around food, refreshments, and silly activities. Examples are:
 - **Movie Theater**—Holding an open house in a movie theater venue exposes the community to the Venturing program. Depending on the arrangements at the theater, the open house program could consist of providing information about Venturing, signing up potential Venturers, and offering a movie pass to watch the agreed-upon movie.
 - **Halloween Open House**—An archery crew had a Halloween party with a sleepover on the archery range. Refreshments and snacks along with breakfast in the morning were provided. Individuals came in their Halloween costumes. Activities for the event included playing board games, singing songs, performing karaoke, playing instruments, watching movies, bobbing for apples, and shooting on the indoor range.
5. Use several social media vehicles.
6. Reference the *Venturing Advisor Guidebook* for additional support.

District Membership Plan

I. Table of Contents

II. Membership Analysis

Current Council Strategic Plan

Membership history of district

Council Market Analysis Report and council demographics

Zip code analysis by program (gap analysis)

Zip code analysis by ethnicity

III. Determining the Membership Goals

IV. Plan and Strategies for Membership Growth Opportunities

Opportunities of local promotion strategies

Retention, transitions, and charter renewal (Commissioner—Unit Service Plan)

Enrollment of new members (year-round, spring, and fall recruitment)

New-unit organization

Specific program emphasis:

- First-grade focus for Tigers—Cub Scouting
- Webelos crossover—Boy Scouting
- Middle school (sixth-graders)—Boy Scouting
- High school (ninth-graders)—Venturing
- Parochial/private high school—Venturing

Outreach, after-school program, and All Markets Strategy

V. Volunteer infrastructure and partnerships

District Membership Committee (structure and descriptions)

Commissioner staff in membership and unit service plans

VI. Execution plan and backdating schedule

January through December

VII. Summary

Attachments:

District Market Analysis

Spring Recruitment Plan

Fall Recruitment Plan

Exploring Recruitment Plan

Council Membership Plan

- I. **Table of Contents**
- II. **Membership Analysis**
 - Current Council Strategic Plan
 - Membership history
 - Council Market Analysis Report and council demographics
 - Zip code analysis by program (gap analysis)
 - Zip code analysis by ethnicity
- III. **Determining the Membership Goals**
- IV. **Plan and Strategies for Membership Growth Opportunities**
 - Opportunities of local promotion strategies
 - Retention, transitions, and charter renewal (Commissioner—Unit Service Plan)
 - Enrollment of new members (year-round, spring, and fall recruitment)
 - New-unit organization
 - Outreach, after-school program, and All Markets Strategy
- V. **Volunteer infrastructure and partnerships**
 - District Membership Committee (structure and descriptions)
 - Commissioner staff in membership and unit service plans
- VI. **Execution plan and backdating schedule**
 - January through December
- VII. **Summary**
 - Attachments:**
 - Council Market Analysis
 - Spring Recruitment Plan
 - Fall Recruitment Plan
 - Exploring Recruitment Plan

Unit Membership Chair

Principal responsibilities:

- Meet with the unit leaders and committee monthly to discuss membership goals and objectives.
- Conduct at least two recruitment/Scouting promotion events per year to ensure unit growth.
- Distribute membership fliers to schools and churches in the unit's area.
- Conduct Scouting rallies and boy talks in schools, leveraging council support when needed.
- Attend the district's membership chair training sessions, which will focus on best practices.
- Have your unit be involved in the required number of Adopt-a-School service or community service projects needed for Scouting's Journey to Excellence.
- Ensure that new youth and adult applications along with funds are completed and turned in to the council service center within a week after receipt of the applications.
- Ensure the unit reaches Scouting's Journey to Excellence gold status in membership.
- Update the unit's BeAScout pin and follow up with leads.
- Complete a unit membership plan.
- Have your unit participate in a fall and spring recruitment plan.
- Encourage youth to transition to the age-appropriate program as they grow older.

District Membership Chair

Principal responsibilities:

- Work with the district executive and district commissioner to establish a district growth plan for new-unit and membership growth in the district by using the Council Market Analysis Report resource.
- Develop a list of all potential chartered organizations in the district.
- Using the Full Family of Scouting Report, find out where units of each age level are located to help decide how many units of each type will be needed and where.
- Analyze district membership figures on the number of Cub Scouts, Boy Scouts, Varsity Scouts, and Venturers for the past several years.
- Track membership and unit growth on a monthly basis throughout the current year.
- Establish benchmarks for membership and new-unit development.
- Establish priorities of community organizations using the organization's fact sheet and memorandum of understanding.

Council Membership/ Relationship Chair

Principal responsibilities:

- Direct the work of the membership/relationships committee. Use monthly membership reports and Journey to Excellence council, district, and unit reports to identify priorities.
- Recruit, train, and motivate Scouters to serve on the committee and help it to carry out its functions effectively.
- Promote membership and unit growth in Cub Scouting, Boy Scouting, Varsity Scouting, and Venturing through the membership cycle, coordinating youth recruiting and new-unit organization. Plan and help districts carry out roundups, new-unit campaigns, and the other elements of the membership cycle.
- Develop more effective communication with chartered organizations.
- Cultivate community organizations, groups, and associations that might become chartered organizations or support the Scouting program in other ways.
- Support the religious emblems program of chartered organizations.
- Stimulate the use of the program by special youth populations (i.e., low-income, disabled, and ethnic young people, or those in sparsely populated rural areas).
- Prepare short-, intermediate-, and long-range membership and unit objectives.
- Give leadership to events such as relationships conferences or fireside chats with heads of chartered organizations.
- Promote membership growth in all markets.

STAFF GROWTH PLANNING CONFERENCE MEETING NOTICE

Sample

To: Professional staff

Subject: Council staff growth planning conference

Date _____ Time _____ Place _____

PLANNING STEPS FOR ALL STAFF MEMBERS:

Your *2015 Council and District Growth Plan Workbook*, with its facts and analysis, will prepare you to participate in our council staff growth conference. Please review the seven steps to success on page 2 of the workbook when preparing for the conference.

In order to be ready for our conference, you will need to bring the following:

1. Field book
2. *2015 Council and District Growth Plan Workbook*, completed with (specify which tables you want completed before participants arrive)
3. Personal smart goals for the past year and a draft of next year's
4. New-unit chart with current prospects
5. District map pinpointing current units, groups, geographic school district lines, and other logical boundaries
6. Completed Membership Growth Opportunity worksheets
7. Total district membership projections filled out for at least the past 12 months
8. Total district unit projections
9. List of current chartered organizations and the units chartered to each
10. List of units identified in poor health as a part of the last unit health review from the membership validation process
11. District organization chart: Rate each volunteer E for effective, G for good, or P for poor.
12. Community Organizational Survey Worksheet, No. 522-222
13. Charter renewal schedule for the next two months
14. Personal and district calendar
15. Calculator, pencils, pens, paper, ruler, etc.

JANUARY STAFF GROWTH PLANNING CONFERENCE
Sample Agenda
(Day One of Two Days)

<u>Item on Agenda</u>	<u>Subject for Discussion/Presentation</u>	<u>Responsibility</u>
Opening	Purpose and importance of the growth planning conference <ul style="list-style-type: none"> • Why Scouting? • Why Quality growth? • Council strategic plan and its focus • Importance of Journey to Excellence Award • Chartered organization concept • Selling community organizations/organizing units • Professional recognition program 	Scout executive
History	Five-year history by program of youth and units Districts and council summary	_____ _____
How we grow	Five basic ways: <ol style="list-style-type: none"> 1. New units 2. Youth recruiting/additional enrollments 3. Program transition 4. Stopping dropped units 5. Increasing tenure/more youth reregistered at unit charter renewal—retention 	_____
Market area	Where is our opportunity? <ul style="list-style-type: none"> • “Membership growth opportunity” • Geographical areas • Opportunity to join • Present unit history (density or market share) • Current chartered organization inventory • Comparison of school enrollment with membership by geographical area 	_____
Break		
What’s in our future?	Setting objectives <ul style="list-style-type: none"> • Why? • Positive attitude • Stretch mentality • The overachiever • Review objectives kit contents and tools. • Review or develop draft objectives per district. • Council five-year projection based on maintaining density • Benefits to the district 	_____

JANUARY STAFF GROWTH PLANNING CONFERENCE
Sample Agenda
(Day Two of Two Days)

<u>Item on Agenda</u>	<u>Subject for Discussion/Presentation</u>	<u>Responsibility</u>
Planning	Develop and discuss implementation of the growth plan to achieve your goals. <ul style="list-style-type: none"> • How are we going to get there? (Month by month, quarter by quarter—discuss the importance of measuring success.) • How it relates to being a Journey to Excellence District • Review the Membership Planning Data from National to see where opportunities are. • New-unit campaign • Reducing the number of dropped units • Rechartering units with an increase in membership • Individual youth recruiting plan • Renewal plan for separated Scouts • Year-round additional enrollments • Program transition • Units listed in poor health during the most recent membership validation process • Council plan to retain or regain school access 	_____
LUNCH		
Planning	Continue developing personal growth plans by district/division.	_____
Support	Council support of districts <ul style="list-style-type: none"> • Materials • Training aids • Demographic data • Council/district Key 3 membership growth opportunity meeting 	_____
Service	District operating committee development <ul style="list-style-type: none"> • Gear up to organize units. • Gear up to help units be successful. • Recruit enough quality people. • Use of district operation guidebooks and AV 	_____
Commissioner Service Emphasis	<ul style="list-style-type: none"> • Annual commissioner service plan • Use of action planning meeting and unit self-assessment forms • Helping units succeed • Helping units recharter (online and on paper) • Membership inventory nights • Stopping dropped units • Recruiting enough quality people • Use of commissioner manuals • Monthly unit visits and the Unit Visit Tracking System 	_____
Closing Comments		_____



**COUNCIL/DISTRICT KEY 3
GROWTH OPPORTUNITY MEETING
SAMPLE AGENDA**

(Suggested to be held in late January or early February after your staff growth conference)

- | | | |
|------|--|--------------------|
| I. | Welcome and Introductions | Council president* |
| II. | Purpose | Council president |
| | A. Analyze performance compared to national standards, council's strategic plan and key performance indicators, and other councils of like size.** | |
| | B. Approve district objectives and action plans. | |
| III. | Unit Growth Emphasis | Scout executive |
| | A. Our best opportunity for growth | |
| | B. The game plan for this year | |
| IV. | District Reports | District Key 3 |
| | A. Membership growth opportunity | |
| | B. Plan of action to achieve objectives | |
| | C. Presentation of objectives for Journey to Excellence District | |
| V. | Council Support of Districts | Council Key 3 |
| VI. | Closing | Council president |
| | A. Discussion | |
| | B. Calendar review | |
| | C. Challenge | |
| | D. Adjournment | |

* In a larger council, this meeting may be chaired or co-chaired by the council vice president for district operations.

** The 2015 Journey to Excellence progress chart should be used to show the district's full plan of goals.

NOTES



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