

Laurel Highlands Council
Boy Scouts of America
2013-14 MEMBERSHIP PLAN
THE MAIN THING AND GOING FOR GOLD

Overview

In 2012, the Boy Scouts of America, Laurel Highlands Council, set a record pace for the launch and development of new units across the Council’s service area. Led by the professional team and the refined staffing model that first rolled out in 2011, the Council continued to establish new opportunities for Scouting to serve more than __ new youth in traditional Scouting units. In the end, the Council achieved a 1% percent traditional membership growth rate. While the 2012 effort was fundamentally successful, it did not meet the 2012 objective of a 3% growth rate.

The 2013-14 membership effort provides another opportunity to engage parents and communities in Scouting and to further pay off the promise of fulfilling, “The Main Thing,” of serving more youth.

Laurel Highlands Council (LHC) has established a theme of **GOING FOR GOLD** in 2013-14 as the roadmap for The Main Thing, and the Council’s continuing objective of achieving Gold Journey to Excellence (JTE) status by addressing the areas of membership growth, membership impact and youth retention.

Cub Scouting	Boy Scouting	Venturing
Through Cub Scouting, You and Your Friends Can See and Learn Fun New Things You Can’t Get Anywhere Else.	Through Boy Scouting, You Can Go Places, Test Yourself and Have One-of-a-Kind Adventures You Can’t Get Anywhere Else.	Through Venturing, You and Your Friends Can See the World and Experience the Adventure of Scouting.

Core Membership Objective:

- Achieve a 3.5 percent membership growth, or **25,970** youth (= Gold Level in JTE at >3.5%)

Core Membership Strategies

Neighborhood Canvassing – The Membership Executive staff throughout the year will be conducting Community Canvassing “blitz” efforts to identify 12

Chartered Organizations in each District (10 Districts), which will partner with LHC in establishing new units. This will involve a weekly target community to canvass for all available prospects.

Spring Recruitment – The LHC is implementing a new strategy with the aim of adding 600 new Cub Scouts to the program. They will target 10 units per district to conduct boy talks and sign-up nights/activities in. The First thru fifth grades will be included in this recruitment.



Working with the Unit Commissioners and membership committees in each District, units will develop and conduct a spring Round-up. While public elementary schools traditionally have been our primary focus for spring recruitment, we are now developing individual unit marketing plans to achieve the objective. Through this effort, Troops and Packs will recruit from 1) public schools, 2) private schools, and 3) religious organizations in their surrounding areas.

Rekindle – As we do each year, a letter will be sent to the parents of dropped youth to:

1. Make them aware that they have been dropped by their unit leader
2. Make them aware of options to stay involved in Scouting
3. Participate in a survey indicating why they are no longer involved (The response rate is very low and has historically not pointed to one single cause for concern, but we feel it important to offer the chance for their feedback to assess if there are any trends that need to be addressed.)

As part of the rekindling Scouting with families, Unit Commissioners will be asked to spearhead and/or monitor this progress to ensure implementation.

Unit Membership and Marketing Coordinator – Unit Commissioner Staff will be asked to help recruit a Membership & Marketing Coordinator for each unit – a recognized and trained volunteer who can help drive unit membership and marketing initiatives.



Catholic Initiative – This strategy will help launch new units in Catholic Schools and Parishes with the Archdiocese of Pittsburgh in Allegheny County the Diocese of Altoona-Johnstown to drive participation rate among Catholic Chartered Organizations. The effort will be promoted with the input, advice and support from Bishop David Zubik, Diocese of Pittsburgh, and Bishop Mark Barchak from the Diocese of Altoona-Johnstown to help advance the Council’s membership goals. There are 15 Catholic schools within the Archdiocese of Pittsburgh that do not have Scouting and home to more than 89 parishes in Altoona-Johnstown.

Subsequently, the Institution Head from each organization will be contacted and invited to a special breakfast, or luncheon, to hear about Scouting and be encouraged to work with LHC in establishing new units at their school. The goal is to have the meeting and luncheon sometime in late spring/early summer to lay the groundwork for youth recruitment this fall.

Fall Recruitment – LHC will be conducting a coordinated recruitment campaign between September 9th and September 20th in all the public and private schools in our Council’s territory. We will also be following up with Chartered Organizations identified during the Catholic initiative and neighborhood canvassing efforts. By the fall, these organizations would have had time to identify leaders, get them trained and be ready for youth recruitment.

The Council will utilize the national recruiting material and, when appropriate, leverage the use of “Are You Tougher Than a Boy Scout,” marketing material as a result of the National Geographic’s show’s success.

Unit Promotion:

(SEE FORMS ON NEXT TWO PAGES)

Pack #: _____

District: _____

A pack qualifies for free Pinewood Derby Cars for all registered youth members if the following (Journey to Excellence (JTE) requirements are met by October 31, 2013. (Achievement levels: Bronze = 50% off; Silver = 75% off; Gold = FREE.

Item No.	Requirement	Qualifier
1	Recruitment – In consultation with your district Membership Chair and Executive, recruit a pre-determined number for year-end goal by October 31st .	<i>Recruitment Goal:</i> _____ <i>2012 Year End:</i> _____ <i>Number Recruited:</i> _____ <i>2013 Actual:</i> _____
2	Publish Calendar and leadership – Publish your Pack’s 2013-2014 program calendar, unit goals and list of unit leadership by September 30th	Form submitted to DE: _____ Date: _____
3	Fall Joining Night - Host a Fall Joining Night for your pack that is supported by recruitment fliers from the Laurel Highlands Council that are distributed in your assigned school by September 30th .	Fall Joining Night Date: _____
4	Fall Bring-A-Buddy Activity - Add a “Bring-A-Buddy” component to an existing pack fall activity that encourages boys to bring their friends to join and is supported by invitation cards by October 31st .	Bring-A-Buddy Activity: _____ Date: _____
5	Summer/Fall High-Visibility Event - Participate in a “high-visibility” community event (such as a sporting event, concert, town fair) to encourage new families to join by October 31st .	High-Visibility Event: _____ Date: _____

DATE

UNIT MEMBERSHIP CHAIRPERSON SIGNATURE

Pack #: _____

District: _____

A troop qualifies for a \$50 summer camp credit if the following requirements are met by October 31, 2013.

NOTE: Applies to LHC operated camps only.

Item No.	Requirement	Qualifier
1	Recruitment – In consultation with your district Membership Chair and Executive, recruit a pre-determined number of new Scouts by October 31st .	Recruitment Goal: _____ Number Recruited: _____
2	Publish Calendar and leadership – Publish your Troop’s 2012-2013 program calendar, unit goals and list of unit leadership utilizing the suggested template by September 30th .	Form submitted to DE: _____ Date: _____
3	Spring Joining Night - Host a Fall Open House for your Troop that is supported by recruitment fliers from the Laurel Highlands Council that are distributed in your assigned school by September 30th .	Spring Joining Night Date: _____
4	Spring Bring-A-Buddy Activity - Add a “Bring-A-Buddy” component to an existing Troop activity that encourages boys to bring their friends to join and is supported by invitation cards by October 31st .	Bring-A-Buddy Activity: _____ Date: _____
5	Summer/Fall High-Visibility Event - Participate in a “high-visibility” community event (such as a sporting event, concert, town fair) to encourage new families to join by October 31st .	High-Visibility Event: _____ Date: _____
6	Webelos to Scout – Partner with your neighboring pack for a fellowship event such as a service project, Webelos to Scout transition event, etc. in August .	Fellowship Event: _____ Date: _____

DATE

UNIT MEMBERSHIP CHAIRPERSON SIGNATURE

Exploring Program

The Exploring program will focus on the five top career interests for youth established from the results from the National Exploring Division:

1. Health
2. Art & Humanities
3. Business
4. Engineering
5. Law & Government

The membership Executives will identify the businesses and organizations in their area that fit the criteria and establish a strategic plan using board members and key volunteers to cultivate and secure these new units. The youth will be recruited through the use of the career surveys. Each Career interest will have an informational luncheon to orient and train them on the Exploring program.

ScoutReach

The ScoutReach District will continue to provide a quality program to all of the existing units we have been serving. The goal will be to achieve a 1% growth in the district.

Welcoming Calls – Once new families join the Scouting ranks, calls will be made by our district membership teams welcoming them to Scouting.

Management Call Nights – Once a quarter, our entire management team makes phone calls to a select group of our unit leaders (1/4 each call night) with the purpose of finding out more about their unit and to let them know we care about them and the well being of their unit.

MEMBERSHIP IMPACT

Laurel Highlands Council has experienced a slight decline in Total Available Youth (TAY) over the past couple of years. Achieving an increase in market share will be a side effect of increasing our membership numbers. Our staff and volunteers are working hard to identify underserved areas in each district and establishing partnerships to start new units in these identified communities.



Below is a breakdown of our TAY and Density figures for the past few years:

2011 TAY = 383,206

12,720 traditional youth served

3.32% Total Traditional Density

2010 TAY = 391,194

14,628 traditional youth served

3.74% Total Traditional Density

Closing the "GAP"

In addition to the targeted TAY, LHC has utilized the local "GAP" analysis data that exist to determine underperforming markets relative to the percentage of TAY and the overall Scouting density in the markets.

Target communities in each area have been identified that fall below the target threshold. These markets will be more uniquely targeted by professional and volunteer teams to close the gap regarding youth participation.

Additionally, communities overperforming across the market also will be targeted to further ride the crest of success in those communities and drive additional youth membership. Below are the target markets in both underperforming and overperforming communities:

Targeted Communities

ZIP Code	District	Name	Cub Scout Gap
15217	Fort Pitt	Squirrel Hill – Pittsburgh	-59
15217	Fort Pitt	Pittsburgh	-48
15104	Fort Pitt	Braddock	-38
15045	Tecumsa	Glassport	-31
15140	Tecumsa	Pitcairn	-21
15131	Tecumsa	McKeesport	-32
15116	Japeechen	Glenshaw	-23
15065	Japeechen	Natrona Heights – Pittsburgh	-19
15215	Japeechen	Sharpsburg	-19
15106	Frontier	Carnegie	-64
15108	Frontier	Coraopolis	-33
15014	Frontier	Brackridge	-5
15320	Greene	Carmichaels	-4
15370	Greene	Waynesburg	-28
15380	Greene	Wind Ridge	-5
15301	Mingo Trails	Washington	-120
15342	Mingo Trails	Houston	-19
15017	Mingo Trails	Bridgeville	-16
15063	Mon Valley	Monongahela	-50
15062	Mon Valley	Monessen	-49
15033	Mon Valley	Danora	-33
15102	Conestoga	Bethel Park	-33
15226	Conestoga	Brookline	-9
15243	Conestoga	Castle Shannon	-7
15236	Steel City	Baldwin	-98
15122	Steel City	West Mifflin	-53
15203	Steel City	Southside	-50
15010	Beaver Valley	Beaver Falls	-43
15003	Beaver Valley	Ambridge	-15
15074	Beaver Valley	Rochester	-16
	Seneca		
	Seneca		
	Seneca		
16601	Chief Logan	Altoona	-153
16664	Chief Logan	New Enterprise	-11
16635	Chief Logan	Duncanville	-8
15701	Chestnut Ridge	Indiana	-6
15748	Chestnut Ridge	Homer City	-14
15742	Chestnut Ridge	Glenn Campbell	
15909	Keystone	Johnstown	-23
15905	Keystone	Johnstown	-51
15906	Keystone	Johnstown	-55
15535	Fort Bedford	Clearville	-13
15559	Fort Bedford	Shellsburg	-8
15552	Fort Bedford	Meyersdale	-7
15501	Fort Bedford	Somerset	-26
15438	Fort Bedford	Fayette City	-11
15427	Fort Bedford	Daisytown	-9

Youth Retention

Upon completion of our re-chartering cycle at the end of January, dropped youth reports will be produced for each district. The Unit Service and Membership Executives, in conjunction with their Membership Committees and the Commissioners, will conduct a "Recapture" campaign to recapture as many dropped youth as possible. This campaign will consist of the following:

1. Comparing dropped youth reports to registration reports from Klondike Derby, summer camp, and the spring activities of each district to recapture those Scouts that may have not been included in the re-charter process, but are still active.
2. Names of the Webelos II from the dropped youth report as well as youth that are listed as sixth grade Webelos will be shared with Troop leaders in each district to make sure all the youth who crossed over to Boy Scouts were not lost in the process.
3. Cub Rekindle campaign – a direct mail and follow up phone call campaign will be conducted by membership committees and unit commissioners to invite all dropped youth to re-register with a viable unit, with a strong program.
4. Welcoming calls and/or letters will be mailed to all new Scout families welcoming them to the program and providing information on where to find valuable resources to help their unit be successful – websites, newsletter Scouts honor to every household, etc.
5. Conduct Fall Cub Scout Fun days in October designed to get youth and parents engaged early to help increase retentions (Bring-a-Friend).
6. Unit commissioners will monitor the health of new units and work with the leadership to ensure there is a healthy program for youth and a leader succession plan in place to avoid a unit dropping due to a key leader stepping down or moving from the area.
7. Our registrar will also be running a spreadsheet of all youth upon re-charter completion that will identify duplications in address, last names, birthdates to ensure we do not create new records for existing Scouts (example – Charles one year, Chuck the next).



Our goal is to achieve the Gold Level in JTE – achieving a 70% retention rate

Joining Process Funnel – Marketing Communication

The following “purchase” funnel is a visual aid to drive understanding of how target audiences engage the Scouting brand across the Laurel Highlands Council. Fundamentally, this funnel approach helps education, provide purchase disposition and close the actual “buy” by parents and youth.



2013-14 Membership Plan Timeline (Month-by-Month)

January

- Staff Vision Conference
- Membership Growth Plans and Projections Completed
- Membership Validation Procedures Review
- Mon Valley Re-charters Due at Roundtable
- Semi-Annual Unit Health Review Completed by Commissioners
- Recruit Spring Round Up Chairs (Manpower)
- Visit Prospective Chartered Organizations
- Finalize Recharters for Existing Units

February

- New Unit Growth emphasis (Visit Prospective Chartered Organizations)
- Unit Growth Event for New Units – rallies, open houses, weekend events at parks, etc.
- Day Camp Promotion
- Webelos-to-Boy Scout Crossover
- Begin Canvassing communities

March

- New Unit Growth emphasis (Visit Prospective Chartered Organizations)
- Seek collaborative partnerships with the potential charter orgs – Churches, Schools, BGC, YMCA, P&R, etc.
- Unit Growth Event for New Units – rallies, open houses, weekend events at parks, etc.
- Dropped Youth Campaign – calls to invite back
- Start IH Visits (Annual Charter Partner Visit) to complete by June 30th.
- Canvass Communities

April

- Visit Prospective Chartered Organizations
- New Unit Growth emphasis
- Spring Round Up Preparation
- Canvass Communities

May

- Coordinated Spring Round Up membership recruitment campaign Kickoff
- Membership Staff Planning Conference – Fall Round-up Roll out and planning
- New Unit Growth emphasis
- Welcoming calls to new families
- Canvass Communities

June

- New Unit Growth emphasis (Visit Prospective Chartered Organizations)
- Cub Scout Day Camps
- Boy Scout Summer Camps
- Unit Planning Conferences
- Membership Inventories
- Fall Round-up Planning
- Canvass Communities
- Visit Superintendents of every school district in your service area
- Catholic Church Impact Luncheon – June 20th

July

- New Unit Growth emphasis (Visit Prospective Chartered Organizations)
- High-Adventure Camps
- Fall Round-up Planning
- Visit Elementary School Principals Before Schools Open
- Fall Round-up District Advisory Committee Meetings
- Canvass Communities
- Unit Program Planning sessions ('Back to the Pack', 'Regroup the Troop')
- Semi-Annual Unit Health Review Completed by Commissioners

August

- New Unit Growth emphasis (Visit Prospective Chartered Organizations)
- Unit Growth Event for New Units – rallies, open houses, weekend events at parks, etc.
- District Roundtables - Conduct Fall Round-up Trainings
- Schedule Fall Round-up's
- Program/Popcorn Kickoff
- Canvass Communities
- Super Saturdays and Sundays
- Month of September District Roundtables - Conduct JSN Trainings (Backup)
- Finalize Boy Talk & School Night for Scouting Dates with Packs (August 15th)

September

- New Unit Growth emphasis (Visit Prospective Chartered Organizations)
- End of month, talk with parents of youth Football at their practice sites
- Conduct boy talks
- Coordinated Fall Round-up campaign for September 10th – 21st JSN's
- Adult Leader Training
- Venturing Shoot – Recruiting Event for Teens
- Open Houses at Schools
- Hold Special Events for Recruiting
- Re-certifications Due for LFL Groups

October

- New Unit Growth emphasis (Visit Prospective Chartered Organizations)
- Fall Round-up follow-up (Second chance to Join flyers out for every pack)
- Unit Growth Event for New Units – rallies, open houses, weekend events at parks, etc.
- New Leader Training
- Chartered Organization Representative Orientation
- Troop & Crew Open Houses
- Exploring First Nighters
- Halloween Promotional/Recruiting Events
- Cub Fun Days (all service areas)
- Flyers/Recruiting for Haunted Forest at Guyasuta
- Plan Webelos-to-Boy Scout Transition
- Canvass Communities
- Re-charter Packet Distribution at October roundtables
- Refine 2014 Membership & Marketing Plan**

November

- New Unit Growth emphasis (Visit Prospective Chartered Organizations)
- Unit Growth Event for New Units – rallies, open houses, weekend events at parks, etc.
- Recharter Distribution, Membership Inventory
- More Rallies & Fall Round-up's
- Troop & Crew Open Houses
- Achieve Membership Growth for the year
- Unit by Unit Roster Checks (Fall Membership Inventory)
- Canvass Communities

December

- New Unit Growth emphasis (Visit Prospective Chartered Organizations)
- Re-charter Turn-In, Membership Inventory
- Journey to Excellence Performance sheets collected
- Recharterers Due

January 2014

- Staff Vision Conference
- Membership Growth Plans and Projections Completed
- Membership Validation Procedures Review
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Laurel Highlands Council #527		2011 ACTUALS	2012 GOAL	2013 GOAL	2014 GOAL	TOTALS GOAL
Youth Serving Executive		17	21	27	34	
Cub Scout Recruitment Avg.		368 per YSE	368 per YSE	368 per YSE	368 per YSE	
Total Cub Scouts Recruited		6,262	7,728	9,936	12,512	
New Cub Scout Recruits			1,966	2,208	2,576	6,250
% increase of CS Recruited					35%	
Total Available Youth Per YSE	194,913	11,465 17 YSE	9,282 21 YSE	7,219 27 YSE	5,733 34 YSE	
Traditional Membership Per YSE		20,139 1,184	21,605 1,029	23,813 882	26,389 776	
Market Share		11%	11%	12%	13.5%	
Total Traditional Units		778	820	901	1,071	
New Units Organized			42	81	170	293
New Units per YSE			2	3	5	
# of Units per YSE		45	39	33	32	
Youth Retention / Recharters Year end Traditional Membership		20,139	14,097 21,605	15,556 23,813	17,621 26,389	
% Youth Retention			70%	72%	74%	

Key Elements of a Membership Campaign

- a. Volunteer Development**
 - i. Nominating Committee**
 - ii. Prospecting/ Evaluation**
 - iii. Selecting District People**
 - iv. Friendstorming/Alumni gathering**
 - v. Recruitment:**
 - 1. Membership Committee**
 - 2. New Unit Commissioners**
 - vi. Succession Plans**
 - vii. Training**
 - viii. Role of the District Key 3**
- b. Youth Recruitment**
 - i. Join Scouting Night**
 - ii. Spring Recruitment**
 - iii. Webelos to Scout Transition**
 - iv. Troop Open House**
 - v. Team Open House**
 - vi. Venturing Open House**
 - vii. Explorer First Nighter**
- c. New Unit Development**
 - i. Faith Based- Organizations**
 - ii. Civic/Fraternal/Community Organizations**
 - iii. Educational Organizations (Public/Private)**
- d. Youth Retention**
 - i. Annual Program Planning**
 - ii. Volunteer Training**
 - iii. Advancement**
 - iv. Unit Rechartering**
 - v. Program Transition (seamless)**
- e. Unit Retention**
 - i. Journey to Excellence**
 - ii. Unit Health Assessments**
 - iii. Annual Service Plan**
 - iv. Charter Organization annual Visit**
- f. Campaign Resources**
 - i. BeAScout.org**
 - ii. Badge of Honor**
 - iii. Career Interest Survey**
 - iv. Marketing/Membership Resource Webinar**

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