



BOY SCOUTS OF AMERICA
ORANGE COUNTY COUNCIL

2020 ANNUAL MEMBERSHIP GROWTH PLAN



JOURNEY TO EXCELLENCE

To Serve More Youth with a Quality Program

Revised: January 2020

“Before we can put the values of Scouting in youth, we must first put youth into Scouting.”

INTRODUCTION

It is imperative that our Council stop the downward spiral of membership loses and reenergize membership development. The Council Membership Committee is fully committed to seeing that every eligible young person of Cub Scout, Scout, Venturing, Sea Scout and Explorer age within the council service area can become a member. By using new and innovative approaches, energizing volunteer leaders, schools, and Scouts, and becoming laser focused on following the membership plan, the Orange County Council will see membership growth.

BACKGROUND

While Total Available Youth (TAY) of the council has been holding steady since 2012, Council membership has seen a significant decline. In 2015, the Council reorganized its membership priorities and eliminated Scoutreach, Soccer and Scouting, Safe Ride Venture Crews and Workability Explorer programs. In 2019, BSA saw the full integration of girls in all program levels. Beginning in January 2020, the Church of Jesus Christ of Latter-day Saints ended their partnership with the Boy Scouts of America. It is unclear how this will affect membership going forward. Changes in BSA membership standards over the past few years has also significantly impacted membership development and charter partner relationships. Hispanic and Asian populations continue to increase in Orange County.

The Council operates seven traditional districts and one Exploring district; divided into four service areas: North County, South County, West County and County-wide. Membership is managed by the Director of Strategic Alliances working with the membership development district executives. County-wide Exploring programs is led by an Exploring Director. Outreach efforts are coordinated through the Director of Outreach and Alumni Relations.

2020 JOURNEY TO EXCELLENCE CRITERIA (shaded = council goal)

Objective	Bronze Level	Silver Level	Gold Level	Bronze Points	Silver Points	Gold Points
Membership growth: Increase number of registered youth.	Achieve growth in overall membership.	Achieve 1% growth in overall membership.	Achieve 3% growth in overall membership.	100	200	300
Community Impact: Increase market share.	3.5% density or 1% growth in density (i.e. 3.00% to 3.03%)	5% density, or 3.5% and 1% growth in density	8% density, or 5% and 2% growth in density	75	100	200
New Member Recruiting: Increase number of new youth.	New Cub Scouts represent at least 3% of TAY or increase new Cubs & Scouts by 1%.	New Cub Scouts represent at least 53% of TAY or increase new Cubs & Scouts by 3%.	New Cub Scouts represent at least 8% of TAY or increase new Cubs & Scouts by 5%.	50	100	150
Membership Inclusion: Serve a diverse representation of the population in the council's territory.	Achieve diversity with inclusive mbrshp at least 45% of the general population level.	Achieve diversity with inclusive mbrshp at least 60% of the general population level.	Achieve diversity with inclusive mbrshp at least 75% of the general population level.	50	100	150

2020 OBJECTIVE

The Orange County Council finished 2019 with a combined total of 17,890 youth, including 16,741 traditional and 1,149 Explorers, in 612 units (575 traditional and 37 Explorer Posts).

	2015	2016	2017	2018	Girls Added	2019	2019*	Est. 2020	+/-
TAY	300,469	298,618	294,972	290,821		484,764	484,764	479,355	
Market Share	6.97%	6.76%	6.73%	6.38%		3.76%	3.08%	3.15%	.07%
Total Membership	20,939	20,192	19,852	18,545		17,890	14,956	15,105	1%
Retention	74.91%	79.87%	80%	83%		84%	84%	84%	

* Excludes LDS youth

To achieve a market share of 3.15%, which now includes both boys and girls, the Orange County Council will need to add 149 youth over the prior year, which would represent a 1% growth in membership. This will result in earning the Silver status on the “Membership Growth” and Bronze on the Community Impact metrics of Journey to Excellence.

The council will also work to maintain youth retention at 84%, which would position the council to achieve Gold status in the “Retention” metric of Journey to Excellence.

In all, the Council will need to recruit over 2,542 new youth to replace losses in retention and achieve the 1% growth objective. With a stabilizing of our current membership, the addition of girl Cub Scouts and Scouts BSA members, the council membership team feels confident it can achieve this objective for 2020.

2020 KEY MEMBERSHIP GROWTH STRATEGIES

The Council Membership Committee, led by the Executive Board Vice Chair of Membership, has established eight key strategies to achieve membership growth. Each strategy includes key tasks achieve success.

District volunteer membership teams and professional staff will review the “Market Analysis Report” provided by the National Council, and develop plans specifically targeted to address areas below average market penetration based on expected participation levels and gap numbers. These plans will address both youth recruitment and new unit development. Each district will also conduct an inventory of potential new chartered partners including reviewing existing charter partners that do not have full family of Scouting units. Findings from these studies will be used to focus manpower and effort to develop new units and increase membership. And finally, each district membership team will develop a one-page annual membership work plan which includes all the leading indicators necessary to achieve growth.

- Strategy 1 Fully Execute the Council Membership Plan
- Strategy 2 Help Units Execute the Membership Plan
- Strategy 3 Leverage School Access
- Strategy 4 New Unit Development
- Strategy 5 Lion Cub Program Expansion
- Strategy 6 Expand Homeschool Market Outreach and Increase Enrollment
- Strategy 7 Expand High School Coed Programs for Sea Scouts, Venturing and Exploring
- Strategy 8 Boost Outreach Efforts and Increase Enrollment

STRATEGY 1 – FULLY EXECUTE THE COUNCIL MEMBERSHIP PLAN

The most crucial strategy to implement that will insure membership growth is to fully execute the council membership plan. This will require a comprehensive team effort and unified partnership between the council staff and district volunteers. The desired outcome is to achieve unit leader buy-in and engagement in the council growth plan. We must help our Packs, Troops, Crews, Ships and Posts maximize recruitment and retention by utilizing the very best in marketing strategies, promotional tools, social media methods and an effective assimilation strategy that connects family's long term to the Scouting experience.

Key Tasks:

1. Conduct two council-wide New Member Coordinator Trainings.
2. Recruit a New Member Coordinator (Membership Champion) in every unit.
3. Conduct a spring and fall recruitment kick-off to rally unit leaders to execute effective recruitment strategies.
4. Expand outreach strategies to substantially grow Scouting in multi-cultural markets across the county.
5. Use the Wizard to track and measure success throughout the year.
6. Execute a Scouts BSA Recruitment Plan.
 - a) Recruit a Scouts BSA Recruitment Chair in every district.
 - b) Target 6-7th grade home rooms.
 - c) Conduct well planned Webelos to Scout transition events (fairs, camporalls, choose a Troop night, etc.).
 - d) Use Social Media and deputize current Scouts to become friend recruiters.
 - e) Train Scouts BSA NMC's to utilized best practices to grow their Troops.
 - f) Expand Girl Scouts BSA Troops.

Fully utilize all communication channels including and emphasis on social media tools

The council will find ways to maximize efforts to invite, inform and keep Scouting in front of all audiences.

Key Tasks:

1. Utilize Facebook and Google Geo-Fencing and other social media tools provided by BSA.
2. Expand Peer-to-Peer Recruiting (Focus on Scouts BSA).
 - a) Create Social Media Templates.
 - b) Identify ways youth communicate with each other.
 - c) Identify ways parents in the school communicate with each other.
2. BeAScout contact follow-ups & reporting (100% unit pins updated).
 - a) Assign manpower to follow up.
 - b) Create unit instruction card and/or council can input from unit provided information.
3. Create new flyers to "advertise" to Kindergartners and 4th & 5th graders.
 - a) Advertise in Fall to get ready to join at end of school year.
 - b) Kindergartner orientation for parents before joining.
4. Expand use of multi-cultural marketing media.
 - a) Focus on Vietnamese, Korean, Chinese and Hispanic markets.
5. Better communication (emails +) to all constituents.
 - a) Parents and Schools.
 - b) Utilize Mail Chimp lists (position, districts).
 - c) Enhance welcome emails to new families – monthly, share FAQs.

Leverage Properties, Council-Wide Programs and Unit Activities

Identify ways to use council camp properties and council-wide programs to train unit leaders and invite new youth. Find ways to promote Scouting to participants of non-Scout programs at the properties.

Key Tasks:

1. Create “Bring-A-Friend” program opportunities and mobilize Packs to engage this strategy.
2. Utilize the “Fall Fest” one day events at Oso Lake as incentives for new Cub Scouts.
3. Cub Day Camp recruiting program (and others, e.g. Oso Lake & Newport Sea Base).
 - a) Day Camp specific flyer to schools.
 - a) Pere to Peer opportunities.
 - b) Email invitation to all dropped youth from recharterers/exit interview.
4. Find ways to promote Scouting at all properties (Sea Base and OEC).
 - a) Create “Is Your friend having fun with you” campaign at Oso and Lost Valley.
 - b) Instagram border template per location.
 - c) Information Binders, BSA applications at properties.
 - d) Promote “free” open 2nd Sunday program at OEC.

STRATEGY 2 – HELP UNITS EXECUTE THE MEMBERSHIP PLAN

We must be wholly committed to helping our Packs, Troops and Crews maximize recruitment and retention by utilizing the very best in marketing strategies, promotional tools, social media methods and an effective assimilation strategy that connects family’s long term to the Scouting experience. This means helping unit Key 3’s to comprehensively implement the council membership plan. Three major components of the plan include:

I. Recruit and Train Unit New Member Coordinators

Cultivating and training NMC’s in each unit can and will dramatically influence a growth culture in Scouting

Key Tasks:

1. Recruit a NMC in every unit. Launch a NMC recruitment campaign, using ScoutWeek and Council Membership Chair blogs.
2. Conduct two NMC trainings during the year.
3. Secure good attendance of Pack NMC’s at the spring and fall recruitment kick-off’s and rallies.
4. Garner buy-in for utilizing council marketing materials, including a commitment to using social media platforms, such as geo-fencing through Facebook.
5. Help Packs focus upon Lion Cub cultivation and Tiger Cub Recruitment in the spring.
6. Schedule 2-3 membership related trainings (addressing key strategies) at Roundtable during the year.
7. Secure an annual Pack and Troop Recruitment Plan from every NMC

II. Training and Recruitment Kick-Off Attendance

It’s a fact. When our key unit leaders attend leadership training and recruitment kick-offs, they are better equipped, and therefore perform recruitment strategies more effectively. They also become more motivated to execute best practices.

Key Tasks:

1. Increase unit leader and NMC attendance at council-wide spring and fall recruitment kick-offs
2. Increase attendance of NMC trainings conducted semi-annually

III. Expand Family Scouting

Expand outreach to all Packs that have not designated as a “Family” Pack to determine readiness. Share success stories from high performing Packs with girls. Expand the Scouts BSA implementation plan county wide. Increase the family Scouting platform by developing more Scouts BSA Girl Troops.

Key Tasks:

1. Create a detailed analysis of non-Family Packs & Troops that identify barriers and possible solutions.
2. Conduct face-to-face meetings with every Pack key 3 to determine interest, challenges and readiness.
3. Utilize the Fact vs Fiction list for re-education.
4. Communicate and clarify the “do’s and don’ts” regarding girl recruitments.
5. Communicate options for girl inclusion with various scenarios (Combining age groups, Scouts 1-2-3 program format).
6. Raise social media awareness. Leverage external marketing, i.e. using Facebook geofencing and gorilla marketing.

Scouts BSA

1. Utilize council & nationally developed recruitment materials for all-girl Troops including fliers, banners, etc.
2. Market NMC trainings for Scouts BSA units with an emphasis on getting Moms trained and involved in the Troops.
3. Expand Marketing – use social media and print ads to showcase all-girl Troops, achievements, and Moms participating along with their daughters.

STRATEGY 3 – LEVERAGE SCHOOL ACCESS

School access is crucial for implementing kid-talks and quality marketing for sign-up nights to parents. Yet access continues to be a significant challenge for the Orange County Council membership team. Many of our schools have required organizations like BSA to advertise in school distributed booklets and/or online tools like Peachjar, with little or no access to children on school campuses or messages sent home to parents. These are expensive, minimally effective and have limited impact on recruiting. Building and deepening school relationships is the key to achieving access breakthroughs.

Key Tasks:

1. Equip and empower unit leaders to conduct meetings with Principals and Superintendents. Parents are the stakeholders of their child’s school. Membership DE’s must also participate in or initiate as many of these meetings as possible. Using a scripted presentation that includes references to the Tufts University study, Elbert K. Fretwell Award, Report to District, and Adopt-A-School program will allow us to create deeper understanding of the supplemental, values-based education benefits Scouting offers. This of course includes service projects for school and family involvement.
2. Conduct kid-talks in advance of every sign-up night in every school where this method is permitted (some public schools, but mostly private and charter schools). Where it’s not permitted, set-up promotional tables outside the school (afterschool) to distribute promo materials. Provide kid-talk training at kick-offs and roundtables.
3. Create regular blogs to post in ScoutWeek about the “how-to’s” of improving school relationships
4. Membership DE’s conduct sign-up nights in every school not covered by a Pack. Push for 100% school coverage for sign-up nights.
5. Create and utilize a Unit/School Alignment Directory to more accurately track recruitment progress
6. Implement the presentation of at least one Elbert K. Fretwell Educator of the Year Award in every school district in OC. Help educate district and unit leaders about this recognition tool.

7. Continue to utilize the Adopt-A-School emphasis program.
8. Implement the “Report to the District” program.
9. Leverage the Family Involvement Network with the Orange County Department of Education.
10. Utilize new pathways to elementary school access, including school partners such as Boys & Girls Clubs.

January-March

- Promote and educate unit key 3’s about the council “Partners in Education” initiatives, including the Fretwell Award, Report to the District and Adopt-A-School programs
- Conduct school access and relationship building trainings at district roundtables
- Begin “Partners in Education” Blog series from the Council VC of Membership in ScoutWeek
- Brief NMC’s and CM’s on the “Partners in Education” plan at the Spring Recruitment KO
- District Membership Chairs brainstorm candidates for Fretwell Educator of the Year Awards at the school district level
- Use and distribute the OCDE Superintendent, Dr. Mijare’s school access endorsement letter
- Packs and Troop key 3’s begin holding relationship building meeting with school principals; Identify adopt-a-school projects

April-June

- District Membership Chair select Fretwell Award recipient in each School District
- Adopt-A-School projects conducted by Scout units across the county; Capture stories and photos to post in ScoutWeek and local news outlets
- Brief NMC’s and CM’s on the “Partners in Education” plan at the Fall Recruitment KO and Rally
- District Membership Chairs reach out to their local school districts to conduct their Scouting “Report to the District” sometime before the end of the school year.
- District Membership Chairs and unit leaders distribute “Partners in Education” brochures to educators

August-November

- District Membership Team presents Fretwell Educator of the Year Award to educators at the school district level
- District Membership Teams promote the Fretwell Award to Packs and Troops to present at the local school level
- District Membership Teams continue to promote Adopt-A-School programs for the fall semesters
- Continue to meet with principals and school personnel to foster good relationships and seek better school access and Scout recruitment opportunities

STRATEGY 4 – NEW UNIT DEVELOPMENT

The Director of Strategic Alliances will conduct a staff workshop on new unit development focusing on the BSA's 12 steps to new unit development and will include roll plays and trainings on the sales and sustainability aspects of new unit formation. The membership team will conduct a minimum of 84 "Mini Blitz Days" (targeted prospect visits and sales calls with high probability charter organizations).

Key Tasks:

1. Help District Membership teams organize 20 new Packs county wide by 12/31/20.
 2. Using the Pathway to Success process is essential for sustainable new units. Coach all new unit key 3's on PTS methods and assign them a New Unit Coach
 3. Implement strategy to form new Girl Troops.
- 1/8-1/31 Identify Strong, Faith-Based and Non-Faith-Based New Unit Prospects.
- First, continue to follow up on all hot prospects from last year to finish the process.
 - Hold New Unit Workshop.
 - Complete Analysis (Look at neighborhoods, market share, etc.).
 - Update Prospect Contact List (phone number, address, etc. for each prospect).
 - Update New Unit Prospect Chart (minimum of 15 per district; 5 primary and 10 secondary new unit prospects).
 - Create a Structured Sales Worksheet for each prospective organization.
 - Create a detailed Recruitment Plan per new unit prospect.
 - Seek referrals and support from district and unit volunteers for new unit prospects.
 - Log top, most viable prospects and steps taken in the Wizard.
- 2/3 Schedule new unit meetings with Institution Heads.
- Log activity in the Wizard CRM.
 - Secure a New Unit Coach for every new unit.
 - Schedule mini-blitz days monthly in each community to flesh out good prospects.
- 2/3-3/2 Continue making new unit sales calls and cold calls to secure more leads but remain focused on top prospects to track them through the 12 Steps. Update CRM notes.
- 2/26 Brief District Membership Chairs and provide orientation for new unit game plan.
- 3/2 Update 12 Step New Unit Development Plan for each new unit prospect in the Wizard.
- Use the recruitment plan worksheet.
 - Continue to reach out to district and unit volunteers for referrals and assistance.
- 3/2-6/30 Membership Impact Team follows up with every viable new unit prospect; continue next steps in the new unit organization process. Share "pathway to success" for all new units. Input 12 step sales & org. progress in the Wizard.
- 7/1-8/31 Continue prospecting and setting new unit visits for second phase of development plan to coincide with the fall recruitment plan.
- 9/1-11/30 Organize phase two new unit development that were cultivated during the summer.

Prospect Criteria

- Include strategic "Full Family of Scouting" calls to existing charter partners.
- Prospect for charter partners of recently dropped units in the last three years.
- Seek optimal charter partners and avoid single advocacy groups, parents of groups etc.
- Listen carefully to prospective partners and prepare to sell the "Why" of Scouting.

STRATEGY 5 – LION CUB PROGRAM EXPANSION

Lion Cub recruitment is the foundation of the council growth plan. In 2019, 63% of the Packs in Orange County have recruited Kindergarteners into their Scouting family. We increased 30 Lion Cubs recruited year over year (401 to 431). This is the second year in a row with Lion Cub increase. This is a healthy growth pattern. Our goal is to increase unit buy-in to over 75% and increase total Lion Cub recruitment by over 50 youth (1.5%).

Key Tasks:

1. The Council membership team will execute the Lion Cub recruitment plan in order to expand Lion Cub membership and unit participation by working more closely with Cub Scout Packs to target Kindergarten school aged youth, organize kid-talks and sign-up nights and utilize all of the Pre-K marketing tools available.
2. Utilize the Oso Lake “Fall Fest” event to incentivize and promote free Lion Cub participation for all new Lion Cubs recruited in the fall.
3. Include Lion Cub recruitment techniques in NMC trainings and annual recruitment kick-offs to educate Cub Scout leaders and NMC’s on how to effectively market to and recruit Lion Cubs throughout the year.
4. Post Lion Cub success stories and Pack testimonies videos on the council website and in ScoutWeek.

January-March:

- Membership team holds face-to-face meetings with Pack Key-3 to create annual Pack recruitment plan which includes a strategic Lion Cub recruitment game plan.
- Communicate Pack Growth Plan program which highlights recruiting members in all program age groups
- Packs/NMC’s attend NMC training to learn Lion Cub recruitment skills & receive marketing resources.

March-June:

- Conduct spring and fall recruitment kick-offs that offer Lion Cub recruitment tools, tips & techniques.
- Promote Lion Cub recruitment free Fall Fest incentive.

June-September:

- Packs execute marketing campaign to TK and Pre-K schools in their communities.
- Packs conduct kid-talks and sign-up nights that include marketing to Kindergarten classes in public and private schools.
- Packs/NMC’s form new Lion Cub Dens and execute full assimilation and quality program implementation

October-November:

- Packs hold follow up kid-talks and sign-up nights where necessary to maximize recruitment outreach.
- New Lion Cubs and their families attend the Oso Lake “Fall Fest” to jumpstart a quality Scouting experience.

STRATEGY 6 – EXPAND HOMESCHOOL MARKET OUTREACH AND INCREASE ENROLLMENT

The Homeschool genre continues to grow rapidly across Orange County. The Orange County Dept. of Education estimates that there are between 30,000-35,000 home schooled children in Orange County of Scout age. Home school families are looking for socialization and compatible education curriculum that Scouting offers. This will be the third consecutive year our homeschool Pack 1931 at the Newport Sea Base has successfully attracted families from across Orange County to participate in this unique unit structure, and now it time for expansion.

Key Tasks:

1. Implement the 4th annual Homeschool Adventure Fest at the OEC.
2. Organize and implement a new Homeschooling Pack based at the OEC.
3. Hold regular meetings of the Council Homeschool committee to develop strategy and direction.
4. Leverage Homeschool Facebook groups—Preferred communication tool.
5. Grow homeschool Packs and Troops at the OEC and NSB.

January-May

- Increase recruitment opportunities of new Cub Scouts and participation at the NSB Pack 1931 to gain critical mass.
- Utilize social media, mom blogs and ScoutWeek to achieve growth and participation.
- Hold quarterly meetings of the Council Homeschool committee to advance the homeschool outreach plan.

June-September

- Begin planning the 4th annual Homeschool Adventure Fest at the OEC (Sept. 25)-meet bi-weekly.
- Launch HSAF marketing plan and expand targets reach to more homeschool venues.
- Begin the new Pack planning process for launching a new unit at the OEC (targeting North Co. families).

September-November

- Hold the 2020 Homeschool Adventure Fest (9/25).
- Officially launch the new homeschool Pack at the OEC with a minimum of 10 homeschool youth.
- Assign Pack coach. Train all new homeschool leaders, communicate pathway to success and seek expansion to achieve healthy critical mass.

STRATEGY 7 – EXPAND HIGH SCHOOL CO-ED PROGRAMS FOR SEA SCOUTS, VENTURING AND EXPLORING

Our Exploring program delivery vision is to shape the workforce of tomorrow by engaging and mentoring today's young adults in career and life enhancing opportunities. Orange County business leaders are positioned to provide hands-on career mentorship that focuses on preparing today's youth to explore future careers and life changing experiences. Venturing and Sea Scout programs continue to attract students looking for challenging outdoor experiences and co-ed special interest clubs. Therefore, we expect to achieve another year of growth in attracting high school aged youth through our unique career development programs, Sea Scouting and Venturing special interest programs.

Key Tasks:

1. Increase awareness of Sea Scouts, Venturing and Exploring in private and charter high schools .
 - a) Visit all private and charter high schools in Orange County.
 - b) Work closely with Academic Counselors and on-campus club advisors.
2. Develop a more comprehensive social media strategy.
 - a) Utilize Facebook Geofencing to boost event attendance.
 - b) Encourage use of council website and ScoutWeek.
 - c) Recruit key volunteers to assist with social media coaching.
3. The full family of Scouting.
 - a) Identify and visit large Troops with older Scouts to consider forming a co-ed Crew.
 - b) Host an informational recruitment night. Recruit career professionals and other Troop parent resources to present compelling special interest Venture Crew concepts (rock climbing, gaming, skiing, cricket, photography, cooking, mountain biking, etc.).
 - c) Follow up with Troops to create a new unit plan.
 - d) Work with volunteers in the fields of aviation, health care, and technology to create new posts.
 - e) Work closely with the OC Department of Education in areas of skill trades to attract high school students not planning on attending four year universities.

January-May

- Membership team will meet with all Venture Crew leadership to welcome to their new districts and review service needs and growth expectations.
- Identify and research high schools' students top career interest.
- Meet with Organizations that match students' interest.
- Conduct High School visits with academic counselors and on campus club advisors to promote BSA programs.
- Recruit Key volunteers to assist a build a robust social media presence to high school age students.

April -June

- All Exploring and Venturing units promote and hold Spring open houses for Students.
- Help promote open houses for Exploring Post and Venture Crews though social media.
- Set up Informational recruitment meetings with partnering organizations to start new units.

August – November

- Visit units to provide service and unsure program are being delivered.
- Promote though social media the Explorer Fire and Law Enforcement Academies.
- Revisit high Schools to promote BSA programs for the fall school semester.
- Hold information and recruitment events for Fall student semester.
- Continue to meet with organizations and business to explore new unit opportunities.

STRATEGY 8 – BOOST OUTREACH EFFORTS AND INCREASE ENROLLMENT

The changing demographics of Orange County are transforming the culture and habits of our country. As the communities we serve become more global, so must our Scouting culture. Our landscape of Scouting youth, families, communities, and partnerships will become richly varied.

The Orange County Council recognizes that for the Scouting movement to serve more youth, all of us as volunteers, staff, and strategic partners must work together to identify, understand, and meet the needs of our incredibly diverse communities. The benefits of doing so will enhance Scouting's ability to deliver on its mission and vision in a way that resonates with all youth and their parents. Therefore, our vision for 2020 is to significantly increase market share in our multicultural communities and seek the necessary funding to hire program staff, subsidize membership fees and programs supplies and cover other program delivery costs.

Key Tasks:

1. Create a Council Wide Outreach Initiative Committee.
 - a) Recruit prominent leaders from diverse backgrounds and cultures.
 - b) Meet and advice on diversifying our council youth and leadership.
 - c) Create strategic chartered partnerships that are compatible with our mission to serve more youth.
 - d) Communicate regularly with the Executive committee on diversity concerns .
2. Create marketing materials for outreach.
 - a) Quarterly newsletter sharing the success of the Outreach Initiative.
 - b) Bilingual materials for diverse markets.
 - c) provide diversity training to units and leadership as requested.
3. Recruitment and retention
 - a) Increase Youth served in the Outreach Initiative by 200 youth.
 - b) 25% of our youth attend a Summer Camp experience.
 - c) 70% of our Cubs achieve the Bobcat rank and at least one other rank by year-end.
4. Funding
 - a) Create an annual event to raise at least \$50,000 for the Outreach Initiative.
 - b) Identify and submit program delivery grants for the Outreach Initiative.
 - c) Start an endowment campaign to endow the Outreach Initiative for \$3 million.

Create a Council Wide Outreach Initiative Committee.

January-December

- Recruit prominent leaders from diverse backgrounds and cultures.
- March, June, September, December
- Meet and advice on diversifying our council youth and Leadership.

Create strategic chartered partnerships that are compatible with our mission to serve more youth.

January-December

- Communicate regularly with the Executive committee on diversity concerns as requested.
- Create marketing materials for outreach. 3/1, 6/1, 9/1, 12/1
- Quarterly newsletter sharing the success of the Outreach Initiative.
- Bilingual materials for diverse markets as requested or needed.
- provide diversity training to units and leadership as requested.

Recruitment and retention

March-September

- Increase Youth served in the Outreach Initiative by 200 youth.

July- August

- 25% of our youth attend a Summer Camp experience.

September-December

- 70% of our Cubs achieve the Bobcat rank and at least one other rank by year-end.

Funding

January-November

- Create an annual event to raise at least \$50,000 for the Outreach Initiative.

March – December

- Identify and submit program delivery grants for the Outreach Initiative.

January – December

- Start an endowment campaign to endow the Outreach Initiative for \$3 million.