

BEST METHODS FOR MULTICULTURAL GROWTH



BOY SCOUTS OF AMERICA®

BEST METHODS FOR MULTICULTURAL GROWTH

In support of the BSA mission and vision, the purpose of the Membership Recruitment/Multicultural Markets Team is to provide relevant insights and tactical expertise to local councils, with the goal of increasing their capacity to grow and sustain their membership in ethnically and geographically diverse communities.



BOY SCOUTS OF AMERICA®

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1. Introduction



The Membership Recruitment/Multicultural Markets Mission

Our Membership Recruitment/Multicultural Markets Team has been developed to address the growing needs of underserved communities, ethnic populations, and hard-to-reach communities.

- To share and teach the best methods that will enable councils to be successful by being better equipped to use proven strategies to promote, implement, and stabilize Scouting in all communities where there's an opportunity for it to flourish.
- The Membership Recruitment/Multicultural Markets Team encompasses what was formerly known as Scoutreach. The group is responsible for supporting local councils in building their capacity to grow and sustain membership in ethnically diverse segments of the population. This effort is part of the overall BSA growth strategy.

The Membership Recruitment/Multicultural Markets Team has compiled the best methods in this booklet to help you in your efforts to fulfill your council's mission to serve more youth.

BSA councils across the country have their own success stories to tell, and we at the Boy Scouts of America National Council are the conduit for enhancing communication among councils. Through this booklet, which will be published periodically, best methods can be shared and councils can have an opportunity to try methods that have worked elsewhere.

This sharing depends on your participation. Please submit your council's best methods for inclusion in future compilations. Contact the Boy Scouts of America, Membership Recruitment/Multicultural Markets Team, S260, 1325 West Walnut Hill Lane, P.O. Box 152079, Irving, TX 75025-2079; phone 972-580-2119; fax 972-580-7888; or email john.fitzpatrick@scouting.org.

Multicultural Marketing Techniques

Broad-based programs and media campaigns can be very effective in reaching large segments of the general population, but special efforts may be necessary to connect with certain groups. These groups often include people from low-income, minority, non-English-speaking backgrounds; people from poor rural areas; elderly people living alone; or people with disabilities or special needs. Members of hard-to-reach groups may also face the greatest risks of any group because of poor housing, poverty, discrimination, and physical or social isolation.

Traditional appeals often do not work; connecting with hard-to-reach groups calls for rethinking how we deliver public awareness and education programs. Here are some proven techniques for reaching low-income households, minority groups, and other hard-to-reach groups:

- 1. Identify the target market.** Concentrate your efforts and resources where most needed and personalize the campaign for the target audience or neighborhood.
- 2. Use a community-based approach.** Actively involve existing community organizations and volunteers in outreach and educational efforts. Include community leaders in program planning and implementation so that they consider it their program, too. Show a willingness to listen to them and to share leadership.
- 3. Learn more about the target community.** Don't assume you know anything about the target audience. Throw out any preconceptions that are not based on extensive personal contact. Instead, learn by listening. Conduct formal or informal "market research." Talk with employees or volunteers who have roots in the community. Identify key community organizations and activists who know the community well, and then talk to them. Ask where people go for information, which people or organizations the community already trusts, and who would make an effective spokesperson or messenger for your program.
- 4. Remember: The messenger can be as important as the message.** People are more likely to pay attention to and heed advice from people and organizations they already know and trust. A word from a minister at a worship service can be worth more than a spot on the six o'clock news. A flier delivered by a trusted neighbor or through the neighborhood center has instant credibility that one delivered by a stranger might not have.
- 5. Understand that emergency management officials may not always be the best messengers.** People in some low-income neighborhoods face many day-to-day problems and may feel alienated economically, socially, ethnically, or racially. Local government, mass media, and city leaders may be perceived as unresponsive or uncaring. As a result, the fire department or emergency management personnel might not be trusted, even if they enjoy an excellent relationship with the community as a whole. You also should consider the role and reputation of Scouting in the home countries of immigrants you are trying to reach. Talk with people from the target community to find out whom residents trust.
- 6. Build relationships with community leaders and organizations.** Identify nonprofit organizations, places of worship, clubs, tenant groups, community health centers, social service agencies, neighborhood groups, and other community-based organizations that already serve the target population. Look beyond city agencies. Ask for "focus group" meetings to identify community needs and concerns. (Focus groups allow concerned citizens to share information in an informal setting.) Be careful not to imply blame or single out the community as having a particular problem. Instead, appeal to community pride, and position the program as one that promotes community empowerment. Ask the organizations for advice, and listen. Ask these groups to take an active part in your campaign and dissemination efforts.
- 7. Make a long-term commitment.** Plan to keep the program going over a long time, and repeat this intention often. Understand that you may have to build credibility first; that can take time. Expect to make several contacts before many community organizations will get on board.

- 8. Encourage volunteer participation.** Not only can volunteers provide thousands of dollars worth of personnel, but they can develop a personal stake in the program that can be shared with family, friends, and neighbors. Remember that involvement always precedes commitment.
- 9. Be culturally sensitive.** Make sure people can identify with images used in publications and media. For example, depict African American people if your target audience is primarily African American. Avoid stereotypes and ensure that text and other materials are acceptable by testing them before you distribute them.
- 10. Test all materials with people from the target audience.** Before using any printed or broadcast materials for your campaign, be sure you are communicating the right message. Have people representative of the target audience evaluate graphics and text for appeal, message communicated, readability, and overall effectiveness. Even educators or other experts and community leaders might not be good substitutes for those for whom the materials are intended. However, it might be wise to have community leaders also evaluate materials if you are asking them to help disseminate the materials for you.
- 11. Make people feel that you are talking to “people like me.”** Use appropriate images for your materials. For example, Spanish-speaking spokespersons will be listened to in Hispanic communities. Community-oriented people, such as Red Cross volunteers, from the target community might be suitable as spokespersons or to accompany program leaders. Most important, show that you understand the lives of the people in your target audience. Make sure your advice is realistic and does not require people to take actions that will be economically or socially difficult to follow.
- 12. Enlist help from community organizations for making translations.** If there is a significant language-minority population in your area, there is almost certainly one or more community-based organizations serving them. Contact these organizations and ask for help with translating and reviewing draft materials.
- 13. Use bilingual materials rather than separate single-language versions.** In many households, some members may be comfortable speaking English while others are more comfortable speaking in their native language. In many bilingual households, the men and children feel more comfortable using English than do the women or elderly family members. Also remember to use only two languages on your materials—English and the language of your target audience.
- 14. Use community-based and neighborhood media outlets.** Local community media, including neighborhood newspapers, can be more effective in reaching a particular target audience than the city daily or even television. Don't overlook radio, particularly foreign-language stations or programs.
- 15. Increase reach by using a variety of dissemination methods.** Do not rely on a single organization, media outlet, or dissemination method for publicizing your message. Send the message using several methods. A door-to-door canvas can focus attention on your message, reach every household, and involve volunteers. Religious institutions can make effective and credible messengers.
- 16. Show goodwill by supporting small businesses in the target area.** If possible, give the job of printing project materials to a printer in the community. Buy an advertisement for the program in a neighborhood newspaper and ask the paper to contribute additional space for a public service announcement. Try to purchase any supplies you need from a vendor within the target area. Small gestures can show your commitment to the community and can help you gain credibility for your efforts.

2. Troop 100, B.E.S.T. Academy, 100 Black Men



Atlanta Area Council Atlanta, Georgia

"It takes a village to raise a child."

—African proverb

Troop 100 was started in September 2007 with the belief that the best way for a young male to be well cared for, well educated, and well raised is for every person in the community to have a vested interest in his development into manhood. Birthed from a shared vision, a partnership between the new Atlanta Public Schools' single-gender male school, the B.E.S.T. Academy; 100 Black Men of Atlanta; and the Atlanta Area Council of the Boy Scouts of America was developed.

Below are the demographics of the community in which the B.E.S.T. Academy exists, according to Atlanta Public Schools research:

- **Population:** 28,730
- **Education attainment:**
 - Percent less than high school: 41.1
 - Percent high school graduate or higher: 59
- **Employment:**
 - Percent not in the labor force: 50.8
 - Percent unemployed: 9.9
- **Selected household characteristic:** Percent of grandparents responsible for grandchildren: 50.9

There is no doubt we knew the challenges we were going to face from the onset. However, we were all committed to removing and overcoming the barriers in order to provide a quality Scouting program to the young men we were projected to serve. These efforts would not be possible without the commitment and support of the CEOs and boards of these organizations. It was identified from the beginning that it would take a large amount of time, resources, and manpower to make this troop a success. We never feared or doubted that the boys would be interested in joining. We just knew we needed to be prepared to receive them, which we were and are committed to continuing to do!

The key to the success of Troop 100 has been the partnerships, along with commitment and a strong desire to provide the *best* program possible for our Scouts.

We started in September 2007 with 89 out of the 113 sixth-grade boys at B.E.S.T. Academy registered and active in Troop 100, and we have continued to charter with between 119 and 126 Scouts for the past three years.

As I watched the numbers grow, I knew our relationships had to grow. I decided to first approach the school-based program that B.E.S.T. Academy was already partnered with. In the fall of 2008, I hosted a meeting and explained how much more effective we could be if we worked as a village instead of individually. This meeting launched a successful relationship with the following organizations that provide the following services:

100 Black Men of Atlanta. This group provides a \$2,500 quarterly stipend to support the troop's financial needs, assists the troop's yearly popcorn sale, provides speakers and merit badge counselors, provides doctors to complete the Scouts' yearly medical exams, and provides tickets and transportation to community and sporting events. Several members attend summer camp to visit with the troop each year. Members serve on the troop committee; even one of our committed Scoutmasters is a member of the 100.

After-School All-Stars. We are this group's official Tuesday afternoon program. They provide the Scouts with two school buses weekly to transport the Scouts home after the weekly meetings, snacks for the weekly meeting, meals on the Friday before all weekend camping trips and lock-ins, resources to support our combined Christmas dinner/program, tickets to sporting and community events, and guest speakers.

Community and schools. For all their registered case members, they provide support with registration, funding for trips and outings, transportation, and snacks for trips. For the entire troop, they provide haircuts, event tickets, and leadership with merit badges.

PTA and parent-school liaison. They provide parental support and assistance and transportation for holiday functions and weekend activities. The parent liaison organizes our community service activities for the troop.

Teachers and administrators. Teachers serve as merit badge counselors and are registered on our troop committee. Both teachers and administrators participate in the boards of review and are always willing to serve as an additional chaperone on school/Scouting outings.

Football, track, and basketball programs. The coaches help with leadership and COPE activities and are registered merit badge counselors. They also work well with the Scouting schedule, offering understanding and supporting that Scouts who participate in sporting programs attend the Scout meeting first on Tuesdays, then they attend practice.

These partnerships would not be possible without the commitment of the Atlanta Area Council leaders

and board. Outside of my commitment, Don McChesney formed a friendship with the CEO of 100 Black Men, John Grant. He committed himself to attending all the yearly events hosted by 100 Black Men of Atlanta and never missed a troop event to which he was invited. Upon his appointment, Tracy Techau stepped right in and has continued to maintain a strong relationship with the 100 Black Men of America organization's leaders and has visited the school and attended the troop's spring court of honor. Over the past three years, several board members have attended Troop 100 events and visited the troop at camp. John Arnold, SunTrust Bank and Atlanta Area Council Board member, has supported the troop in all capacities since Day 1.

Relationships are extremely important for the success of your program! Please remember to instantly recognize the contributions of your partners to the organization and your troops. A thank-you card and a picture from the Scouts work the best.

3. Organizing a Successful Whitney M. Young Jr. Service Award Banquet



Circle Ten Council Dallas, Texas

The success of the Circle Ten Council's Whitney Young Luncheons can be summed up in one term, "teamwork." This is exemplified in every part of the process by active participation—from a high-profile chairman, state Sen. Royce West, to a committee made up of a cross section of people and volunteers from the community to the team of Scouting staff members and professionals who work with those volunteers to ensure the success. We also pair committee members to jobs that meet their profession or community stature. Each committee member is not expected to purchase and sell tables, but they are expected to have "people in seats" the day of the event. By keeping it a daytime luncheon, we have been able to keep the meal expense down. Planning basically begins when the last luncheon ends. What we as professionals consider as wrap-up or follow-up is actually the first step in beginning to plan the next year's event.

Approximate Timeline

September–October. The Whitney Young Committee is selected by the chairman. Our committee has grown to 40 community and business leaders as well as district committee or board-level Scouters. New members are added each year.

October–November. The first face-to-face meeting with the committee. The committee accepts the goal. Potential speakers are discussed. At this meeting, committee chairs are selected/appointed based on their expertise or influence. A staff member is assigned to work with each committee chair.

November–December. Committees begin monthly progress updates. Meetings are held via conference call. Award nominations are requested. A location is secured.

January–February. Committee progress updates. A "save the date" is prepared. It is finalized once the speaker is confirmed and the date is selected.

March. Committee progress updates via conference calls. Nominations are finalized. The speaker is finalized. Invitations are prepared and distributed.

April–May. Committee progress updates. Meetings become face to face.

2010 Whitney M. Young Jr. Service Award Luncheon Update

State Sen. Royce West, vice president of the Scoutreach Division and board member of the Circle Ten Council, introduced former Dallas Cowboy Emmitt Smith, who delivered the keynote address at the 2010 Whitney M. Young Jr. Service Award Luncheon. The 2010 event was held on Friday, May 7, at the Fairmont Hotel in downtown Dallas.

"We are honored that Emmitt Smith was a part of this special event to honor supporters of inner-city and rural Scouting in the Dallas area," said West, chairman of the luncheon. "We want to provide all young men an opportunity to participate in Scouting, regardless of their socioeconomic backgrounds. This program recognizes some of those who help make it possible."

Since 2000, the Circle Ten Council's Scoutreach Committee has provided youth from urban communities with opportunities to participate in the Scouting experience. Through Scouting, young people have an opportunity to develop long-lasting relationships with mentors, become involved in positive activities, and develop self-esteem. With the support of the Whitney M. Young Jr. Service Award sponsors, the Circle Ten Council is able to instill the fundamental values of Scouting through programs that mold the future leaders of our communities.

2010's luncheon attracted the largest crowd since our program started in 2000, with more than 900 attendees, including business leaders, educators, government officials, and representatives of civic and religious organizations.

The recipients of 2010's awards were Jerome Garza, Circle Ten Council Board member; Odis V. Luper III, who has been an active Scouter for over 20 years; Dr. John Ellis Price, president and CEO of the University of North Texas at Dallas; Cecilia Stevens, who has been active in two districts for many years; and the ExxonMobil Foundation, which is committed to making a positive and lasting contribution that is built on mutual trust and respect.

4. 1910 Project



Narragansett Council Providence, Rhode Island

The Narragansett Council enjoys a long tradition of commitment to youth in urban areas. From just one program specialist in 2000, by the fall of 2007, the Scoutreach staff had grown to three program specialists (one of whom directed the program serving 889 youth.

In the fall of 2007, an in-depth review of our current membership, density, TAY trends, and emerging markets was conducted. As a result, the following conclusions were reached:

- Population trends indicated a declining Total Available Youth. From 2005 to 2010, the Cub Scout TAY will decline 5.65 percent, the Boy Scout TAY 7.78 percent, and Venturing TAY 2.32 percent. (Recent figures for 2007–2012 indicate drops of 2.7 percent, 12 percent, and 7.8 percent, respectively.
 - The population of Hispanic origin would grow by 20.1 percent during this period to 155,200 (2007–2012: 20.1 percent to 168,966).
 - Up until December 2007, the council's membership had been stable in Cub Scouting (well ahead of the comparable results across the region) and trending downward in Boy Scouting (slightly behind comparable Northeast Region figures). Even with the decline in 2007, the results still compared favorably. These relatively positive results were achieved with a solid recruitment plan with good execution, good volunteer support, and stable staffing. With these elements in place, history would indicate that growth could be expected.
 - The council's market share figures compared favorably to Northeast Region averages: Cub Scouting 16.63 percent vs. 14.5 percent; Boy Scouting 13.5 percent vs. 12.3 percent.
 - These council figures broken down by suburban/rural and urban areas told a different story: Cub Scouting 21.27 percent vs. 9.11 percent; Boy Scouting 17.51 percent vs. 6.69 percent. Clearly, the greatest growth potential was to be found in urban areas.
- The council's urban outreach efforts to this point had been largely staff-driven, with program specialists assigned to units. In addition, a handful of units were supported by part-time program staff. There were also several volunteer-supported Scoutreach programs in various districts without any real coordination.
- Given these statistics, the following conclusions were drawn:
- The greatest potential for growth was to be found in urban communities. Clearly, additional resources (personnel) were needed in these areas.
 - It was unrealistic to expect all the growth in urban areas to come through increased staff support. Clearly, there was a need to build a volunteer structure to provide leadership and financial resources.
 - Further, many families in urban areas are able to participate financially in some way. There was need to change the perceptions identified with the term "Scoutreach" in this regard.
 - In those school systems identified as urban markets, students of Hispanic origin were in the majority in Providence (59 percent) and Central Falls (70 percent) and represented the largest ethnic group after whites in Pawtucket, Woonsocket, New Bedford, and Fall River.
 - A careful analysis of demographic data pointed to areas of potential growth in suburban/rural communities. This growth would have to come through new-unit organization; history has shown that the size of units is relatively stable unless there is a change in leadership.
 - Growth will come much more slowly in areas with high market share, as most elementary school are currently served by a Cub Scout pack, and there are Boy Scout troops in virtually every community. In those areas, the addition of new units will encounter resistance from existing units. Low market share in some communities is directly related to the quality of the program delivery; this generally does not improve without a change in leadership.
 - Serving urban markets and suburban markets requires two different skill sets not generally found in the same person—either staff or volunteer.

In January 2008, based on the above conclusions, the following proposal was presented to the executive board for consideration:

- Create a “new district” to be overlaid on the current geographic footprint of the council. This district would be centered on urban communities in the council—initially Pawtucket, Central Falls, and Providence, and then Fall River and New Bedford.
- The new district would be served by a commissioned professional trained in district operations and with experience in serving urban communities. Initially, a team of three paraprofessionals would continue to serve Scoutreach units.
- The new-district executive would be charged with coordination and supervision of the paraprofessionals, developing a volunteer commissioner staff to support existing units, building a district committee to recruit community organizations that could provide volunteer leadership for new programs, building a team of volunteers to generate additional financial support, and building relationships in urban communities.
- From experience, the council has learned that the volunteer base would have to be built from within the communities we’re serving. Volunteers from other areas of the council can augment those efforts, but the leadership must come from within.
- Traditional district committees would continue to provide certain program support functions to units in the new district.
- The new-district executive would assume responsibility for some units currently served by the existing district executives—those where hourly staff is providing leadership or where the chartered organization is delivering the program during the daytime hours.

Traditional units in urban areas would continue to be served by their current district. In addition, traditional units would continue to be organized in urban neighborhoods where possible.

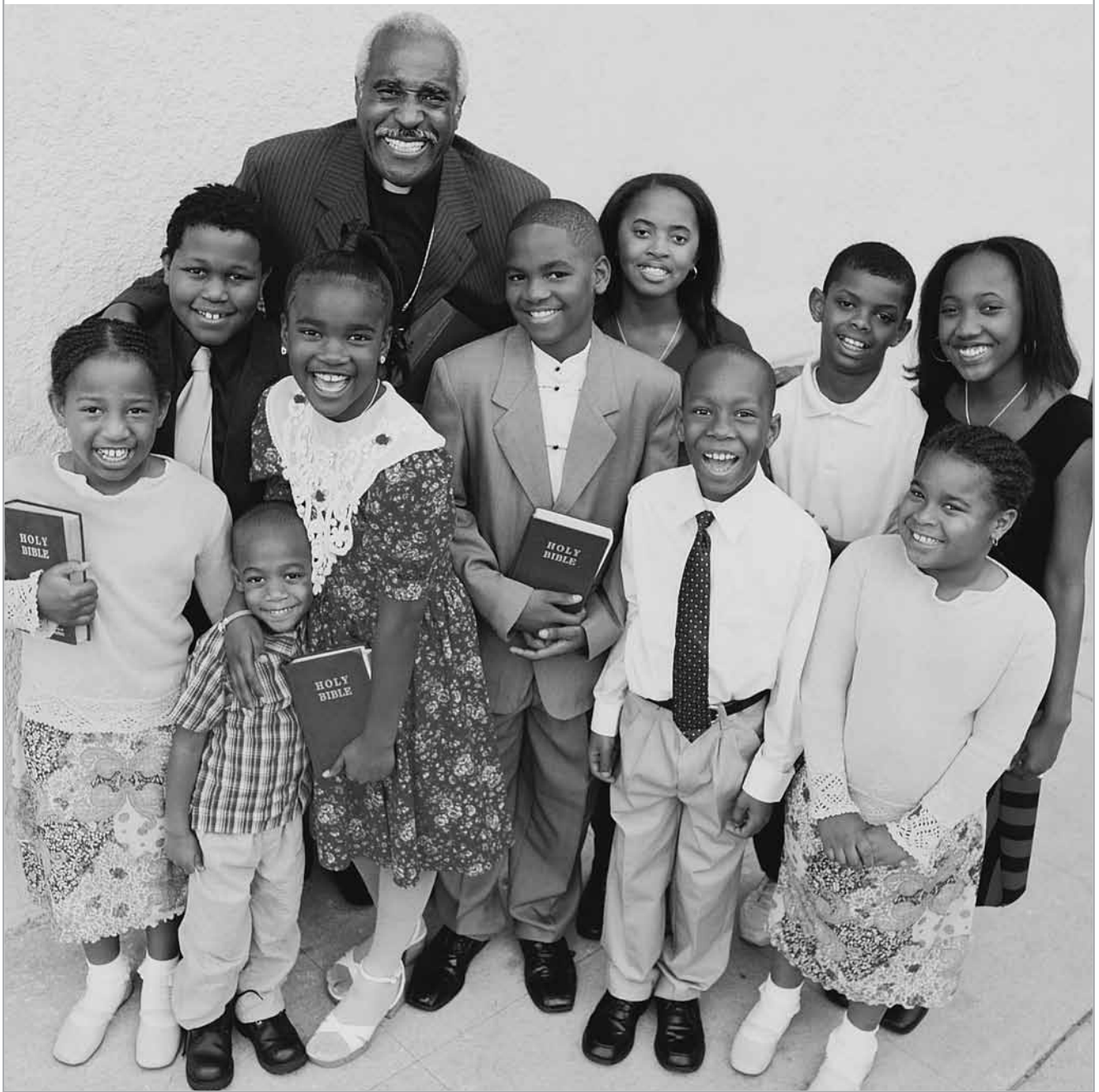
As of 2010, we have completed two years of the “virtual district” project. The 1910 District overlays two districts in Rhode Island now, and there are plans to further expand the territory to Massachusetts. The 1910 District continues to rely on the volunteer staffing in the traditional districts to provide services such as camporees, Klondike derbies, boards of review, advancement, and leadership-development opportunities, although the 1910 District staff does provide a regular series of activities and training courses in Spanish. As a result, a strong working relationship has developed, and the units of the 1910 District are able to gain from the capabilities and expertise the traditional districts can offer.

In the spring of 2009, the first 1910 Scouting Awareness Breakfast was held. More than 150 urban community leaders attended. For many, this event was their first exposure to Scouting.

In the fall of 2007, Juan Osorio became the executive for the 1910 District. Juan, an Eagle Scout, grew up in Central Falls, participated in our Scoutreach program, and later became a program specialist. After completing his associate’s degree, he became a commissioned professional.

As we moved into our third year, this concept had proven very successful. We have added the equivalent of an additional full program specialist. Participation grew in 2008 and 2009 by 14 percent and 7 percent, respectively, to 1,418 young people. The 1910 Committee is hard at work on another community breakfast, which should attract more than 200. They are also actively engaged in securing community partners—that have staff and volunteers in place—to expand the Scouting program. Finally, our program specialists have been successful in building parent committees in some of our urban units. While there is still a need for the program specialists to provide leadership, their efforts are greatly leveraged by this parental support.

5. Organizing a Successful Together We Organize Luncheon



Shawnee Trails Council Owensboro, Kentucky

For the past four years, Scouting has been making headway in serving more youth in Paducah and southwestern Kentucky. In 2007, the program was down to 650 youth in 35 units, and today the program is serving 1,400 youth in 43 units.

Three years ago, a committee of volunteers in Paducah that included the Rev. Gregory Waldrop, the Rev. Joe Beal, volunteer Scoutreach Coordinator Nancy Upchurch, and Paducah Housing Authority Director Cal Ross met with Trey Smith, senior district executive, to discuss what could be done to serve more low-income youth in Paducah. As a result of their meeting, a low-income Cub Scout pack was established at Fountain Avenue United Methodist, which is the heart of an effort in the revitalization of affordable housing in the old town area of the city. The pack began with seven youth, and today serves 30 youth from McNabb and Morgan elementary schools. As the program moved forward, many different challenges arose, including the decrease of United Way funding, difficulty in retaining leaders, and some behavioral issues with the Scouts. Through it all though, the challenges were addressed and the program is thriving beyond anyone's hope.

In January 2010, Trey met with the Scoutreach Committee again, and the group was concerned the area was not effectively serving the needs of the black community in Paducah. Trey and several others tried, but church pastors were not returning calls or showing any interest. Giving it one more try, Trey met again with Cal Ross, and he made appointments with several pastors for Trey to visit about establishing Scouting in their churches. One pastor did not show up for the meeting, and the other tried to get out of the meeting. Trey in his passion and frustration to

move forward after many unsuccessful attempts of making any headway told the pastor that he was not going anywhere until someone would hear about the Boy Scouts of America's commitment to help young people in the black community. As a result of this meeting, the pastor in question gave him the name of the Rev. Alfred Anderson, who is in charge of the Black Ministerial Alliance in Paducah.

Anderson met with Trey several times and invited Kenneth Lucas, the retired CEO of Easter Seals, to join the discussion on how to help young people in the black community. As the meetings went forward, Anderson gave Trey many different viewpoints on how to market Scouting to traditionally black churches. Lucas also shared his experience with the Easter Seals, and the idea of a Scouting impact luncheon was born. John Fitzpatrick from the BSA's National Council was asked to be the guest speaker. Anderson and Trey made plans for the program, which included a black Webelos Scout, Dabrien Fitzgerald, speaking about how Scouting changed his life.

The Scouting impact luncheon went great. Twenty people attended from many different black churches. As a result of the luncheon, there were 16 commitments from church leaders to establish Cub Scouting, Boy Scouting, and Venturing in their churches. These denominations include AME, Baptist, and United Methodist churches, among others. Fitzpatrick and Dabrien did an excellent job speaking. The credit for the success of this event goes out to the Rev. Anderson and Trey Smith for putting together a great program. Trey is a fine example of a Scouting professional believing that through what he does, the Scouting program can make a difference. Also, Trey and his Scoutreach committee are digging in when others have given up. Through their efforts, young people's lives in the community will be changed forever in a positive way.

Sample Together Plan Luncheon

PD-L1 Role Play

A together plan is a systematic approach to organizing a large number of units. The key event in the plan is a meeting of representatives from prospective chartered organizations. During this meeting, opportunities and responsibilities of a chartered organization are explained and a commitment is made to consider using the Scouting program. A together plan may include a cross section of the community, or it may be modified to appeal to a specific interest group.

The assigned patrol will role-play a United Methodist Bishop's Luncheon for Scouting. This role play will occur during the lunch meal of the new-unit day.

Positions:

Master of Ceremonies: _____

(Plays the host and master of ceremonies for the event)

Bishop: _____

(Gives a testimonial for Scouting in the United Methodist Church)

Conference Scouting Coordinator: _____

(Covers the ministry of Scouting)

Clergy: _____

(Leads invocation)

Scout: _____

(Leads the Pledge of Allegiance)

District Executive: _____

(Plays DVD. Coordinates physical arrangements.)

Table Hosts: (Serve as hosts for their tables. Hand out commitment cards.)

Physical arrangements/setup should include

- Head table for six (MC, bishop, clergy, Scouting coordinator, Scout, DE)
- Tables for four to six (one table host and three to five guests)
- TV/DVD player
- American flag
- Lectern

UNITED METHODIST BISHOP'S LUNCHEON

NOON THURSDAY

WELCOME MASTER OF CEREMONIES
Rev. Kelly Anderson

PLEDGE OF ALLEGIANCE. EAGLE SCOUT
Jason Hicks

INVOCATION. CLERGY
Rev. Terry Jones

LUNCH

INTRODUCTIONS MASTER OF CEREMONIES
Rev. Kelly Anderson

THE MINISTRY OF SCOUTING . CONFERENCE SCOUTING COORDINATOR
Pat Woods

VIDEO PRESENTATION DISTRICT EXECUTIVE
Chris White

BISHOP'S MESSAGE. BISHOP JOE SMITH

TABLE COVENANTS. TABLE HOSTS

CLOSING MASTER OF CEREMONIES
Rev. Kelly Anderson

COVENANT CARD

Solana Conference

Bishop's Dinner for Scouting

In response to the commendation of Scouting as an outreach ministry to the youth of our community and church, we make the following covenant:

(Please check one or more.)

- ☐ To continue to support and strengthen our existing Scouting ministries.
- ☐ To encourage participation and completion of the God and Country program by our youth.
- ☐ To promote the chaplain aide and outdoor worship programs.
- ☐ To encourage our units to participate in Scout Sunday services.
- ☐ To explore the potential for developing a new Scouting ministry through the Boy Scouts of America.

(Please print)

Church _____ District _____

Name _____ Position _____

Address _____

City _____ State _____ Zip code _____

Phone No. _____ Email address _____

Signed _____

(EVENT HOST)

INVITES YOU TO ATTEND THE
BISHOP'S LUNCHEON FOR SCOUTING

NOON THURSDAY

Bishop's Luncheon for Scouting Script

Rev. Kelly Anderson

(the master of ceremonies)

Welcome to the Bishop's Luncheon for Scouting. I am Rev. Kelly Anderson, senior minister of Solana United Methodist Church and the host for today's luncheon.

I would like to ask Eagle Scout Jason Hicks of Troop 412, chartered to this church, to lead us in the Pledge of Allegiance. Jason.

Eagle Scout Jason Hicks

Will everyone please rise and join me in reciting the Pledge of Allegiance? (Jason faces the flag and leads in the pledge.)

Thank you and please remain standing as Rev. Terry Jones leads us in the invocation.

Rev. Terry Jones

Will you please join me in an attitude of prayer?

Father, You who are at the end of our ultimate quest, help us know that human life is made good through You. Help us order our lives in light of this knowledge. Establish Your rule in our lives that we may be as lights in the midst of darkness and that our lives may bear praises of Your goodness to all those among whom we dwell. Gracious Father, bless this food that has been set before us and use it to strengthen us in our service to Thee. Amen.

Please enjoy your lunch.

(Lunch)

Rev. Anderson

Please feel free to continue with your meal as we begin the program.

I would like to introduce to you the key players in today's program. (Ask the players to stand as they are introduced.)

Our honoree today is Bishop Joe Smith of the Solana Conference. Pat Woods is the Solana Conference Scouting coordinator. District Executive Chris White represents the Boy Scouts of America.

You have already met Eagle Scout Jason Hicks of Boy Scout Troop 412 and our invocator, Rev. Terry Jones, the minister of First United Methodist Church of Justin.

Seated at each of your tables is a table host. (Ask table hosts to stand and then introduce each by name.)

I would like to ask Pat Woods to share with us the ministry of Scouting in the United Methodist Church.

Pat Woods

Thank you, Rev. Anderson. It is my pleasure to be with you today. The United Methodist Church and Scouting have enjoyed a long and mutually beneficial relationship. The United Methodist Church serves more than 375,000 youth through nearly 12,000 units nationwide. Last year, more than 8,000 youth earned religious emblem awards. We believe so strongly in the Scouting program as an outreach that we have Scouter associations supporting churches and Scouting in local areas.

At this time, I would like to share with you a brief DVD to give you more information about Scouting. Please focus your attention on the screen.

Chris White

(Show DVD.)

Rev. Anderson

Thank you, Chris. It is now my pleasure to introduce Bishop Joe Smith.

Bishop Smith assumed the duties of bishop of the North Texas Conference in May 1996. Before that, he served as the district superintendent of the San Antonio, Texas, district of the United Methodist Church.

Bishop Smith has served churches in Houston, Texas; Birmingham, Alabama; and Nashville, Tennessee. He received his doctor of divinity from Birmingham Southern University and Seminary. He is married and has one grown son.

Please welcome Bishop Joe Smith.

Bishop Joe Smith

Thank you. I was deeply thrilled to be asked to participate in this afternoon's luncheon.

Remembering my time as a Scout and attending Camp Karankawa as a youth brought back many great memories. As an Eagle Scout, Scouting played an important part in my life. In fact, Scouting is where I was first exposed to the church. Troop 53, in Bishop, Texas, was chartered to the First United Methodist Church.

We have an opportunity today to not only support the call to the bishop's initiative on children but also the call of the United Methodist Church and Christ to make disciples of all. We have before us a ministry opportunity with the values and mission in which we believe.

We need to serve children, youth, and their families not only in our congregations but also in our communities. I believe that through the ministry of Scouting, we have an opportunity to reach families that have not been touched by someone who cares.

We have an opportunity for the United Methodist Church and the Scouting program to work together to build a strong ministry of Scouting.

In a minute, you will be asked to complete a covenant card at your tables. As you leave, I would like to shake your hand to thank you for what you do in our district and to collect the cards.

Remember as you make your prayerful commitment today that those we serve are the children of our Lord.

Thank you.

Rev. Anderson

Thank you, Bishop Smith. At this time, the table hosts at your table will answer questions for you and hand out your covenant cards.

Table Hosts

(Answer questions and hand out covenant cards.)

Rev. Anderson

The 12th point of the Scout Law is “A Scout is reverent,” and the Scout Oath gives youth a basis for a deep and abiding faith and love of their fellow man. I would like to call on Bishop Smith again to close our meeting with a benediction.

Bishop Smith

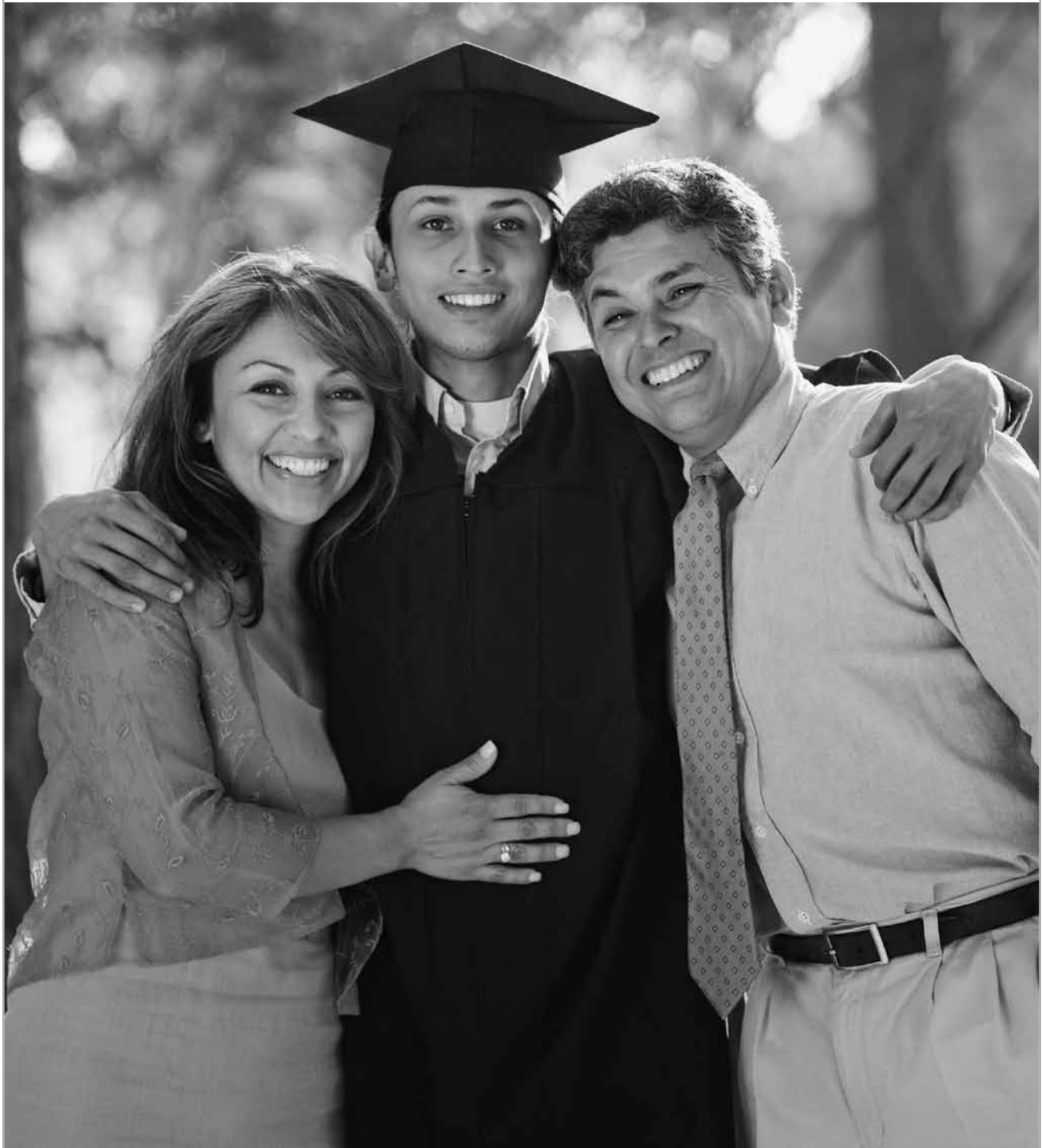
May the Lord keep you, protect you, and may his countenance shine upon you, now and forever. Amen.

Rev. Anderson

Thank you for coming and don't forget to give Bishop Smith your covenant card as you leave.

We are adjourned.

6. Bringing Our Best to the Hispanic Community



Santa Clara County Council San Jose, California

In the late 1990s, there was a fantastic district chairman who was very successful in the pay telephone business. He had 26,000 pay telephone contracts developing more than \$6 million in annual revenue. When mobile phones began to dominate the market, his business saw steady double-digit declines, nearly dissolving the company.

He tripled sales efforts to the same customer base, achieving little result. He changed his products. At the precipice of declaring bankruptcy, he realized he had to take stock of what he did best, realize that the old customer base was in decline, and not try to be something he wasn't. He was a pay phone man, there is a market, and he can do it better than anyone else. Soon, he made relationships with national fast-food chains, local government officials for law enforcement, bail bonds businesses, and national gasoline/diesel fuel stops. He returned to success by doing his passion, doing it well, and understanding how to serve a new clientele.

Though we don't sell a product, we are in the business of teaching young people to make ethical choices throughout their lifetimes by instilling the values of the Scout Oath and Law. Our traditional demographic markets have strongly benefited from and demanded what we offer. The trouble is, the demographic composition of our traditional customers is changing—and changing fast. Hispanic and Latino families are the fastest growing ethnic group in the U.S., have \$45 billion in buying power, and are projected to contribute two-thirds to the growth in high-school population over the next decade!

We in the Santa Clara County Council (Silicon Valley), like most councils, resolved to serve this burgeoning demographic. We knew we could schedule boy talks and joining nights, and form units. We could recruit parents like no other organization. Our traditional retention rate is consistently 75 percent, and we enjoy 20 continuous months of traditional growth.

We tried what always worked and expected the same volume and growth as traditional districts. When results were much less than we expected, we tried

different, new employees and trained them with the same models and expectations. We then *changed our product*, thinking we could make after-school programs, sports-based games, and other clever programs achieve our membership goals, and that we could execute them better than our competition.

The result: We had sharp unsustainable increases in membership, could not retain staff, spent significant donor results for few results, annually restarted nearly all programs, abandoned what we were best at, and *did not deliver the promise of Scouting*.

To solve our dilemma and produce a success-driven strategy, we borrowed some ideas from Jim Collins, author of *Good to Great*.

First Who, Then What

- We recruited a vice president of outreach who was well connected with schools and Hispanic leaders in the community, and hired a bilingual Eagle Scout with strong enthusiasm and passion for the program.
- We identified what we want: a sustainable, traditional Scouting program with measurable impact on youth and families.

Confront the Brutal Facts

- The Hispanic parents in our community want their children to benefit from the values and fun of Scouting—and felt little passion for volunteering for, and sticking with, activities that bore little resemblance to Scouting.
- Only 9 percent of traditional youth applications were marked Hispanic, while local school demographics are 33 percent Hispanic.
- Organizationally, we were in danger of unfairly labeling an entire part of our community as “not willing to volunteer” because of our lack of success and not understanding a slightly different market.
- We were hiring new district executives and setting unusually fast growth goals, with no traditional volunteer support mechanisms like membership, training, roundtable, and commissioner staffs. We sent them to the most economically challenged part of town and expected instant results.
- We did not recruit traditional chartered organizations to support programs.

Most were based in government agencies, schools, and parks that shared little ownership, support, or pride in their units. When units failed, angry parents blamed the schools, straining relationships with principals and superintendents.

Hedgehog Concept: What We Are Best At and What We Are Passionate About

- We are best at traditional Cub Scout, Boy Scout, and Venturing programs, not after-school care, sports, or other activities.
- We inspire parents to become active participants in teaching their children values. We create family memories and passionate, contributing citizens.
- We convince chartered organizations that joining with us is a vehicle for their own mission accomplishment.
- We realize that by changing our identity into a provider of special programs, we, like many councils, were in the “doom loop”—the vicious circle that unsuccessful companies fall into, rushing first in one direction, then another, in the hope of creating a sudden sharp, sudden break with the past that will propel them to success.
- We made the decision to stop trying to be who we weren’t, and to not restart any failed outreach program that was not purely traditional Scouting.

Methodology and Preliminary Results

Toru Kumon, founder of Kumon Learning Centers, taught that if one masters the basics, they can then be successful at more difficult tasks. Taking this advice, we paired our new bilingual professional with an experienced district director of a district with a large Hispanic population. He learned the basics of volunteer recruiting and motivating, traditional new-unit formation and sustenance, new-unit sales, and district-based funding. Most important, he felt success and discovered his ability to work productively.

He simultaneously began working with the Outreach Committee with guidance from upper management. With the help of the committee, several potential chartered organizations, including predominantly

Hispanic charter schools, were mapped in proximity to neighborhoods with high Hispanic populations, and the process of sales calls began.

In seven months since the Outreach Committee began seeking charter schools and traditional chartered organizations, five traditional, predominantly Hispanic Cub Scout packs and one Venturing crew were started and are fully functioning with volunteer leadership, a 0.85 unit per month average. Outreach units are selling more than \$5,500 worth of Scoutorama ticket books, and all units wear traditional uniforms. Videos of Pack 950 can be seen at www.scoutnow.org/video.

The National Hispanic University joined with us to invite local religious and community leaders to a new-unit reception, resulting in the Latino College Preparatory Academy starting a traditional high-adventure Venturing crew. Crew 999 soon had 35 active members, had gone on four outings, including two overnight hikes, and was to attend our local summer camp trekking program to prepare for a hike to the top of Mount Whitney in the summer of 2010.

As Jim Collins writes, this effort is a “flywheel” approach, taking enormous energy to get the wheel moving and build momentum. While the Outreach Committee, composed of executive-level community leaders, is growing, getting stronger, and becoming more knowledgeable, boots-on-the-ground volunteers, like commissioners and trainers, are slowly but steadily increasing. Based on the initial momentum, we promoted our bilingual district executive out of his traditional district to focus exclusively on all local outreach efforts.

We are best at providing an exciting, volunteer-led and -owned program based on traditional Scouting principles. Committing to start purely traditional units in charter schools and traditional chartered organizations to serve the youth of the Hispanic community, with a goal of 2,000 traditional youth by 2015, may not see dramatic swings in short-term results. It will, however, result in meaningful outcomes and steady, continuous, and sustainable instillation of the values of the Scout Oath and Law to benefit our community, our chartered organizations, and, most of all, our Hispanic families.

7. New Teen Venture Program



Buckskin Council Charleston, West Virginia

Teen Venture is a nonprofit organization that provides opportunities to teenaged students for career exploration, spiritual growth, and interest development in order to foster goal setting, build leadership skills, and expand community involvement.

Some things are worth working for, and there is benefit not only in the reward but in the process of planning and preparing to achieve it. This basic philosophy underlies the efforts of Teen Venture, a youth-focused nonprofit that values adult engagement, teamwork, and diversity in encouraging teens to become active participants in something larger than themselves.

Teen Venture began as a community engagement initiative in the spring of 2000 to provide a facility, a teen center, with purposeful programming and recreational activities for the youth of the area. The committee was composed of a group of businesspeople, educators, ministers, and elected officials to help save youth in the heart of the Appalachian coal fields of Southwest Virginia. The goal was to help break the cycle of alarming school dropout rates, crime rates, alcohol and drug abuse, and high unemployment among this at-risk population. Increasing numbers of youth in Southwest Virginia are among the numbers of young people growing up in circumstances that limit their potential as productive citizens, create significant health problems, weaken their self-esteem, and overall hamper the opportunities for leading successful lives.

By the spring of 2001, the committee secured the use of the empty town hall and police station of Richlands (circa 1938). Funds of \$10,000 were raised from the town and civic clubs. A design day was held at Richlands middle and high schools with volunteer design teams canvassing every class to determine what the students wanted to include in a teen center. An architect and a designer from Leathers and Associates (an architectural firm from Ithaca, New York, who design only community-built children's architecture) used the student information and the structural drawings of the town hall to create a design plan for the proposed teen center.

By fall 2001, Teen Venture had incorporated and appointed a board of directors known as Teen Venture Board. The board made application for 501(c)(3) tax-exempt status and had begun a three-year sequential giving campaign to raise capital. Monthly community demolition weekends were held throughout the winter, mostly with student organizations, church groups, and volunteer off-season contractors supplying the labor. In the summer of 2002, the first wall was rebuilt and the first mural art project was initiated. By fall of 2002, \$150,000 in pledges was obtained and Gibson and Associates was hired to produce working plans from Leathers' design.

From the winter of 2002 to the winter of 2003, the police station was demolished and the town hall was gutted of partition walls, wall coverings, floor and ceiling coverings, electrical, plumbing, and heating structures. Structural repairs were made, and in late fall of 2003 the working plans were delivered. In December 2003, 501(c)(3) status was granted by the IRS.

In January 2004, a volunteer general contractor was named and community construction began with weeklong work sessions during the months of January and February. In the spring of 2004, fund-raising reached \$300,000. The second mural project began in the fall of 2004. The cycle of fund-raising and art projects in the summer, then construction weekends in the fall and throughout the winter and spring, created an effective routine for achieving a completed physical structure. By December 2005, fund-raising had reached \$600,000.

In April 2007, fund-raising had reached \$800,000, and commercial construction began on the second building, a large multi-use facility. As the spring of 2008 approached, finish work on the old town hall was nearing completion, and finish work on the multi-use building began.

The Teen Venture Board of Directors has spent the majority of the past nine years in fund-raising and construction for the teen center. In 2008, the board's focus shifted to program development and maintenance. The search for an executive director began, and a three-year sequential funding campaign to secure an estimated \$113,000 yearly operational budget (for each of the three years for a total of \$339,000) was under way.

In January 2009, the Board of Directors hired an executive director and, in 2010, the organization went through a process of testing and refining the intended program. There were four student groups being served in 2010, and we were adding to our numbers weekly. The program will continue to grow as our volunteer staff increases and can accommodate an increasing student population. In 2010, the building had been completed with the exception of our climbing wall, but we continue to have furnishing, equipment, and programming needs. The operational budget had not yet been reached and we were seeking an additional \$16,000 a year to provide for a part-time administrative assistant to reach full staffing and further develop programming.

8. Having a Special Relationship With Your Housing Authority



Gulf Ridge Council Tampa, Florida

The Gulf Ridge Council in Florida has established a special relationship with the Tampa Housing Authority. This relationship is imperative to the service we provide to hundreds of youth and to our adult leaders. The Gulf Ridge Council wants to make sure all youth have an opportunity to experience the beauty Scouting has to offer.

The Tampa Housing Authority has underwritten the cost of a paraprofessional, uniforms, books, camping scholarships, and BSA training courses. This helps our council provide a positive Scouting program and give leadership to Scouters in recruiting more youth in these communities. This will help these youth with an outdoor education experience they might never get otherwise.

Since 2002, we have had a relationship with the Tampa Housing Authority. Jerome Ryans, Tampa Housing Authority executive director, has been a member of the Gulf Ridge Council Executive Board since 2003. He has served as vice president of marketing and vice president of multicultural markets, and is now vice president of community relations. Having someone on your council's executive board from your local housing authority is very important because it helps them understand the importance of how the Scouting program functions in finance, in membership, and in program.

Jerome has worked with us to conduct the Whitney M. Young Jr. Award Luncheon, which started in 2003. We started with 75 donors. Currently, the Whitney M. Young program has grown to hundreds

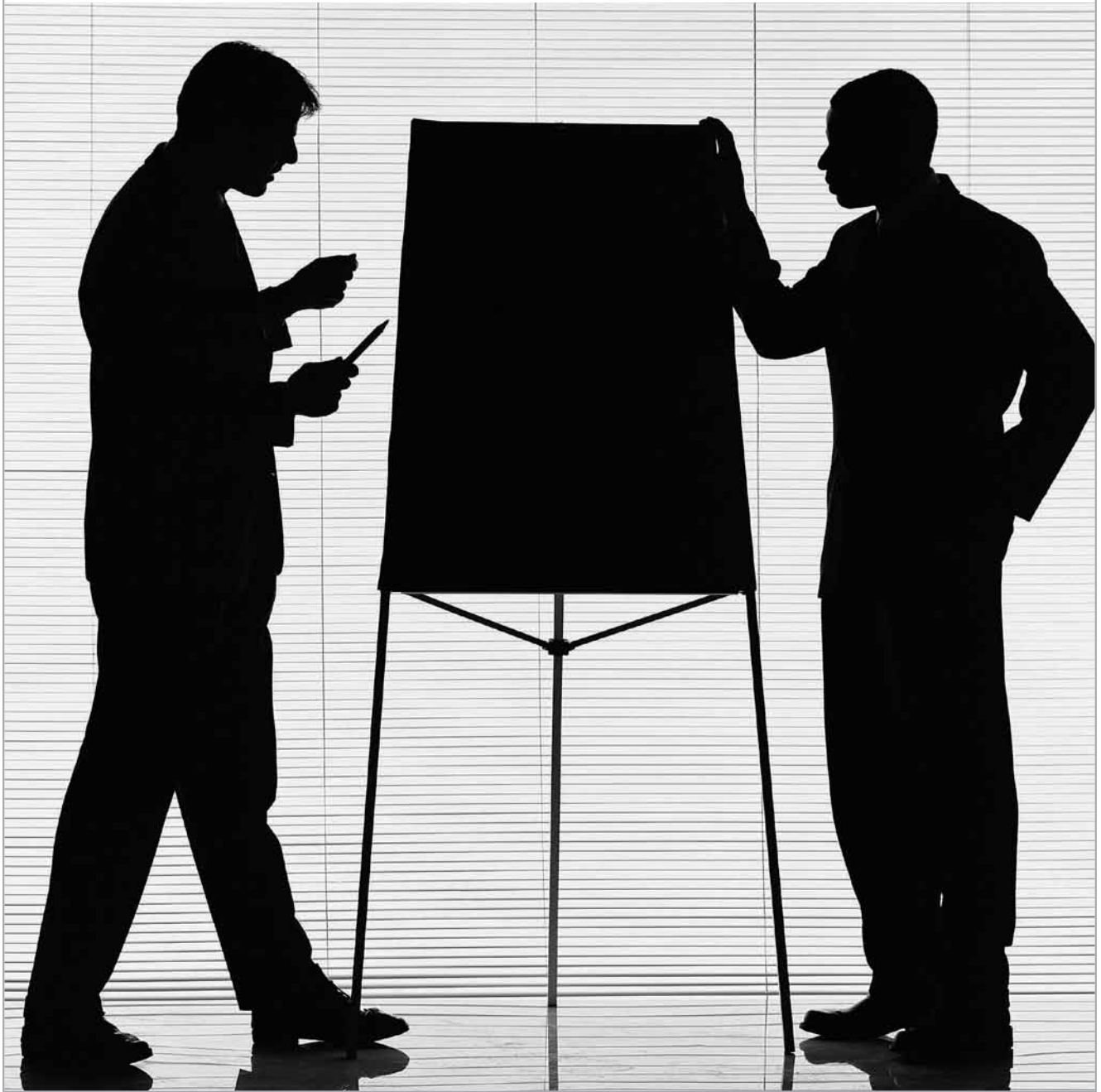
of donors and sponsors. Jerome has conducted meetings in the Tampa Housing Authority's executive board room; we have done round tables, trainings, and FOS events, and we have participated in the Tampa Housing Authority's annual golf tournament for eight years.

In 2010, we secured a 100 percent increase in funding from the Tampa Housing Authority to expand programs from two housing developments to eight developments. We hired a full-time experienced paraprofessional to serve these eight housing developments. We increased membership from 60 youth in 2008 to more than 150 youth in 2010!

We have also developed an achievement program for Cub Scouts and Boy Scouts. It's a 36-week program for year 1, 2, 3, and 4 Cub Scouts and Boy Scouts. The program is designed to focus on skill awards, rank advancements, and merit badge completions. This resulted in a total of 75 youth who earned rank advancement in 2010.

In 2010, the Tampa Housing Authority Scouts sold \$5,000 in popcorn at the Tampa Bay Buccaneers vs. New Orleans Saints football game, with the proceeds supporting the purchase of camping equipment and program supplies for the packs and troops that participated in the Outback Bowl Parade. More than 50 youth and adults attended the 100-Year Scouting Anniversary Camporee, and 50 youth attended Boy Scout summer camp and winter camp at Flaming Arrow Scout Reservation. As you can see, it all started with the executive director of the housing authority coming on board at our council. We are pleased to have him as a member of our board, and we are looking for a bright and prosperous future.

9. Growing and Maintaining a Successful Program



Pine Burr Area Council Hattiesburg, Mississippi

In 2009, the Pine Burr Area Council ended the year with a 2 percent growth in membership, and the council achieved the Centennial Quality Council Award. The key to any successful Scouting program starts with training. Our battle cry is "Training, training, and training." To grow Scouting in tough-to-serve areas, you need to have a very dedicated training team. At least once a year, we spend days doing nothing but training and planning. Once you have that foundation set, membership, manpower, and money will come and can be put to the best use in the world.

Here in the Pine Burr Area Council, we are very proud of the support of our board members, Friends of Scouting supporters, volunteers, and United Way agencies. Without their support and the rest of the community's, our boys could not enjoy a quality program.

Twelve years ago, the Urban Emphasis program was introduced to the Pine Burr Area Council and our founding chairman, Judge Johnny Williams, was recruited. Under his leadership, several key community leaders and organizations stepped up, such as Marcia Line, Dr. Penny Wallin, Dr. Lynn McMahan, Michael McMahan, Dr. Tressie Harper, Mary Cromartie, the

Rev. Henry Craft, Larry Thomas, Doug Montague, Lawrence Warren, Ed Langton, Dr. Dean Cromartie, Dr. Doug Thomas, Judge Jim Thomas, Lelia Wilson, Jim Yelverton, Vernon Dahmer Jr., Dr. Alvin Williams, Marvin Shemper, Mike Ratliff, Warren Hood, Frank D. Montague, Dr. Richard Clark, Loyce Searight, Brian Montague, Cynthia Childers, Drew Allen, Jeff O'Keefe, Mickey Ryan, Ken Lee, United Way, school districts, the University of Southern Mississippi, Jones County Junior College, Mississippi Gulf Coast Community College, Americorps Vista, and local churches. The number of key leaders continues to grow.

As a result, boys who are in hard-to-serve areas in the 17 counties we serve can now look to the Pine Burr Area Council to join Scouting. Just to mention a few successes, 64 young men in Scouting earned the rank of Eagle Scout and 218 Webelos Scouts earned the Arrow Life Award since 1999 because of this emphasis. It takes everyone pulling together, but it starts with TRAINING. Thanks to our Scout executive, Jerry Moore, we have monthly leadership training sessions. That is how important it is to our staff. Today, we have a 4 percent growth in membership and all the help and support from upstairs to keep us going. The Lord continues to bless all of us. We just have to stay in his righteousness.

Put a strong training team together along with key community leaders and you will be able to serve more young people.



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