



**MEMBERSHIP GROWTH PLAN
2025**

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EXECUTIVE SUMMARY

The 2025 Membership Plan started with the 2024 Membership Plan review and then was adjusted to reflect what we learned about membership trends along with the newly created council strategic plan.

In 2024, Patriots' Path Council did not increase the size of its membership over last year. Total membership was down by 0.54% to 9,827. While we fell short of our goal of 10,000 registered Scouts, we were pleased to recruit 2,260 new families (200 more families vs. last year), which was largely attributable to our focus on a few, easy-to-understand recruitment-driving strategies.

This 2025 Membership Plan outlines the steps that we must follow to ensure that the “volunteer-driven, professionally guided” membership committee of the Patriots' Path Council will continue to accomplish its stated task of “Growing Scouting,” primarily by:

- Maintain an overall retention rate above 73% on an annual basis through partnership with the commissioners
- Add 15 new units to backfill units that do not recharter
- Recruiting new Scouts at all levels in all programs, but with emphasis on Lions and Tigers
- Develop a taskforce to focus on the growth of female Scouting and new female units
- Advocating for the increased diversity – ethnic and gender – of our Scouts and volunteers, either within existing units or forming new units in underserved areas to reflect better the general population of where we operate
- Retaining existing Scouts by emphasizing a quality program by trained leaders, with a special focus Scouts BSA units supporting Cub Packs with bridging the Arrow of Light Scouts into a Scouts BSA unit
- Ensuring that each unit has a new member coordinator and effective unit recruiting plans
- Maintain strong and adequately staffed district membership committees
- Collaborate with the marketing committee to share Scouting stories, safety enhancements, brand awareness to increase the positive view of Scouting in the local community.
- Explore ways to leverage technology to enhance individual Scout recruitment efforts

We analyzed the data provided in the 2025 *Council Market Analysis Report* and isolated key areas throughout the council that are prime for recruitment. Additionally, we identified those areas with the best naturally growing market share and recommended that the districts, in collaboration with the membership committee, develop strategies to penetrate unique markets. This analysis will continue to serve as a foundation for our Membership Plan for the next several years.

We also laid out the tasks necessary in 2025 to conduct meaningful recruitment activities at the Cub Scout, AOL transition, Scouts BSA, Venturing and Exploring levels on a schedule that will enable district committees to monitor and direct membership activities within their respective areas as we all work toward a common goal – increasing the Scouting program.

None of the goals set here can be accomplished by a single person or small group of persons, which is why we have embraced the concept of the “volunteer-driven, professionally guided” committee structure. While we have built this committee at the council and district levels in 2023 and 2024, there is still much work to do before we reach a level where one person holds one job. This will remain a priority in 2025 and beyond as we grow our team.

COUNCIL BACKGROUND

The Patriots' Path Council serves more than 12,000 youth members and 5,000 leaders in the counties of Morris, Somerset, Sussex, and Union, and parts of Middlesex County, New Jersey. Overall, 310 local organizations sponsor a Cub Scout pack, Scouts BSA troop, Venture crew, Sea Scout ship, or Explorer club or post as a part of their service to youth.

The council's mission statement is:

Patriots' Path Council will be the leading youth-serving organization in the communities we serve by demonstrating and teaching the core values, contained in the Scout Oath and Law, to every eligible youth and their families. Toward that end, Patriots' Path Council will support its units to consistently grow their membership by providing the best possible training, programs, and outdoor adventures.

Scouting America's vision is:

The mission of Scouting America is to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law.

COUNCIL MEMBERSHIP COMMITTEE

Our council membership committee is an important part of this plan, as it provides the human infrastructure necessary to carry out the plan. There are still slots to fill on the committee, but we have made great strides in providing a robust framework for successful operations.

While understanding the challenges of recruiting volunteers at the district level, the membership committee suggests/recommends that every district work towards lessening the burden on district membership chairs by adding an additional committee member in a capacity that can help in sharing the responsibility of membership. The suggested roles can be dependent on the needs of the district such as:

- AOL to Scout Transition Chair
- Recruiting Activities Chair
- New Unit Startup Chair

COUNCIL MEMBERSHIP ANALYSIS

The Year-End Membership Totals history, by program, for the past two years is as follows:

Year	Cub Scouts	Scouts BSA	Venturers	Explorers
2023	5,492	4,089	90	212
2024	5,216	4,251	82	278

As of the 2025 Market Analysis Report, the Target Age Youth (“TAY”) in our council is 296,197 youth across all programs (a slight decrease from 2024). The projection for the next five years is to grow about 1.1% of targeted youth:

Program	TAY 2024	TAY 2025
Cub Scouts	143,917	143,007
Scouts BSA	76,234	75,471
Venturers ¹	76,904	77,719
TOTAL - 2024	297,055	296,197
Projected 5 Year Total	300,307	285,462

In market share, Patriots' Path Council results are below in the year-end totals. Overall, the council ended at 3.31% market share (vs last year at 3.39%).

Program	Youth	Market Share
Cub Scouts	5,216	3.62 %
Scouts BSA	4,251	5.58%
Teen Programs ¹	360	0.11%

¹ Venturing, Sea Scouts, and post-level Exploring.

New Scouts Recruited:

Year	Cub Scouts	Scouts BSA
2019	1,673	215
2020	972	198
2021	2,047	458
2022	1,962	343
2023	1,583	325
2024	1,696	434

Retention:

	2019	2020	2021	2022	2023	2024
Cub Scouts	76.23%	69.99%	62.71%	74.44%	72.05%	60.85%
Scouts BSA	85.63%	80.28%	81.95%	82.0%	80.6.0%	84.08%
Venturing	65.74%	25.08%	82.19%	75.76%	85.11%	60.00%
Total Traditional	78.81%	72.49%	71.03%	77.95%	75.77%	70.73%

These are the top 5 Experian Mosaic Segments, by Cub Scout membership, in the Patriots' Path area. The key Mosaic Segments as of December 2023, follow:

	Mosaic Description	Cub Scout Members	% of Cub Scout Members	Households in Council Area	% of Households in Council Area	Index
A01	American Royalty	846	20.2%	54,152	7.4%	2.7
C13	Philanthropic Sophisticates	677	16.1%	91,124	12.4%	1.3
D16	Settled in Suburbia	470	11.2%	61,896	8.4%	1.3
B07	Across the Ages	353	8.4%	30,160	4.1%	2.1
A05	Couples with Clout	244	5.8%	11,225	1.5%	3.8

The index shows how well the Scouting membership in our council matches the population. An index of 1.0 indicates it matches the population perfectly. An index above 1.0 indicates you are serving a greater percentage than the population. An index below 1.0 indicates you are serving a lower percentage than the population.

Brief descriptions of the top 5 Mosaic Segments follow (with the remainder of Mosaic Segments described in Appendix A):

- **A01 American Royalty** – Chiefly in their 50s and early 60s, American Royalty are comfortably ensconced at the highest rung of America's socioeconomic ladder. Nearly two-thirds have a graduate degree – the highest percentage in the nation – and most earn executive salaries in business, professional and technical occupations. Nearly three quarters of households consist of childless couples, though a significant number of grown children still live at home. These upscale households include a high percentage of Asians and above-average concentrations of immigrants from Europe and South America who appreciate the gilded suburban lifestyle.
- **C13 Philanthropic Sophisticates** – Philanthropic Sophisticates are older, married couples and widowed and divorced individuals living in upscale suburbs. Half the household heads are over 65 years old, and a majority of households have at least one resident who is retired. Given this older population, less than 5 percent still have a child living at home. Nearly a third are widowed and divorced singles. This is a predominantly white and highly educated segment, where nearly 40 percent have a graduate degree; more than three-quarters have at least some college education. Those still working hold lucrative positions in white-collar and technical professions.
- **D16 Settled in Suburbia** – Settled in Suburbia have a comfortable lifestyle, with households almost evenly divided between married couples and families. The household heads are predominantly middle-aged (40s and 50s) and upper middle-class, with incomes nearing six figures from white-collar jobs in professional and technical fields. Many commute to downtown jobs from their comfortable, predominantly white neighborhoods. They are well educated, with nearly two thirds of households containing someone with a bachelor's or master's degree. The children in this segment are of all ages. However, these households also have high rates for young adults and aging seniors, and nearly a third have at least someone in the house who is retired.
- **B07 Across the Ages** – With double the national average of multigenerational families, Across the ages is made up of over half Baby Boomers and their adult children or aging parents. Most of the Boomer parents here have attended college - two-thirds possess a bachelor's degree, and more than 40 percent a master's degree. More than half of households have two or three wage-earners working in professional and technical occupations or sales and services. Ethnically, this segment has an above-average presence of residents from Asia and South America.
- **A05 Couples with Clout** – Couples with Clout feature very affluent middle-aged couples who are predominantly white, though the segment includes an above-average number of Asians. These households mostly contain married couples in their 30s and 40s who've yet to start families. Instead, these well-educated Americans - with undergraduate and graduate school degrees - devote themselves to white-collar professional and management jobs in business, public administration, education, and the sciences. More than two-thirds of households contain dual-income couples.

Key takeaway from the Council's Key Mosaic Segments:

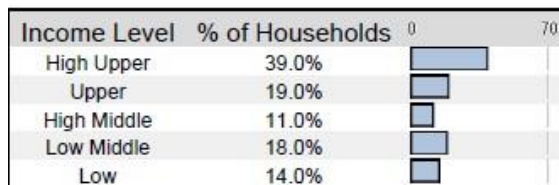
- Volumetrically, American Royalty and Philanthropic Sophisticates represent 20.2% of households in the council, and Scouts are ~1.5 times as likely to come from this segment. Given that these households earn more than the average household (see more insights concerning income segmentation below), research should be conducted to see what other barriers prevent more families in these segments from joining Scouts.

Income Segmentation

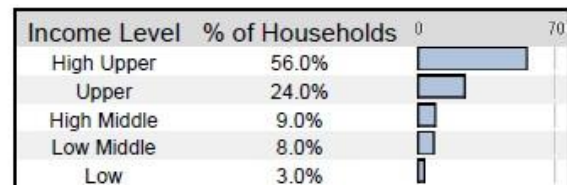
When we compare Scouting families to the population of the council area, we see the following:

- The local area has a median household income of \$128,160, while Scouting families in the council have an approximate household income of \$184,637 (+44.1% compared to the local population).
- Here is a breakdown of income ranges:
 - **High-Upper** income bracket households, with annual incomes over \$150,000, 56.1% of Scouting families are in this bracket compared to 38.7% of the local population.
 - **Upper income** bracket, with annual incomes from \$100,000 to \$149,999, 24.2% of Scouting families are in this bracket compared to 18.7% of the local population.
 - **High-Middle** income bracket, with annual incomes from \$75,000 to \$99,999, 8.6% of Scouting families are in this bracket compared to 10.8% of the local population.
 - **Low-Middle** income bracket, with annual incomes from \$35,000 to \$74,999, 8.1% of Scouting families are in this bracket compared to 18.2% of the local population.
 - **Low-income** bracket, with annual incomes under \$35,000, 3.0% of Scouting families are in this bracket compared to 13.6% of the local population.
- By income alone, the High-Upper income bracket is the most over-represented income bracket in the Scouting area (17.4 percentage points over the population). The Lower income bracket is the most underrepresented in the Scouting area (-10.6 percentage points below the population). A key takeaway here is that there are growth opportunities for districts and units in the three lower income brackets.

Area Population



Traditional Membership



Ethnicity Segmentation

Below is a breakdown of council membership by ethnicity. The “TAY Difference” column represents the percentage point difference between the Scout membership and general youth population in the council area; ideally this number will be as close as possible to 0 as this would indicate that youth membership of that ethnicity is representative of the general youth population. Please note that of the council's youth members, 2.0% do not have an ethnic code in the database.

Council

Ethnicity	% of Youth Members	% of TAY	Member - TAY Difference
African American	2.3%	10.3%	-8.0%
Asian	17.6%	14.1%	3.5%
Caucasian	65.4%	45.9%	19.5%
Hispanic/ Latino	7.4%	24.9%	-17.5%
Other	9.3%	4.8%	2.5%

For comparison, below is the breakdown of national membership and TAY. Please be aware that our council's TAY by ethnicity is different from the national percentages because our council is not representative of the national distribution of ethnicities.

National

Ethnicity	% of Youth Members	% of TAY	Member - TAY Difference
African American	5.3%	12.4%	-7.1%
Asian	7.8%	5.9%	1.9%
Caucasian	70.9%	55.2%	15.7%
Hispanic/ Latino	7.4%	20.5%	-13.0%
Other	9.8%	6.0%	2.5%

The key takeaways are:

- As compared to the general population, there is a greater proportion of Caucasian youth while Hispanic/Latino and African American Scouts are underrepresented compared to the general population.
- Volumetrically, dedicated recruiting and new unit startup efforts should be placed on Hispanic/Latino youth and African American youth.
- In the past 2 years, we have continued to collaborate with the diversity and inclusion committee to understand why this disparity exists and develop plans/recommendations that can be used to grow scouting in diverse areas.

ASSUMPTIONS

- The Patriots' Path Council will remain fiscally viable as a council.
- The Patriots' Path Council will strive to provide quality service to all units and continue to look at staffing structures that enable us to do so.
- The council membership committee will continue to expand by recruiting driven engaged volunteers to key local, district, and council positions to support growth.
- The district committees will first fill all open district membership committee chair positions and then continue to expand by recruiting more volunteers.
- Quality program and service will lead to an increase in retention through a shared partnership with the commissioners. Additionally, the encouragement for Scouts BSA units to develop relationships with partnering packs to ensure that bridging of Cubs to Scouts BSA units continuously happens.

PLAN FOR MEMBERSHIP GROWTH

For 2025 the Patriots' Path Council Board has decided to focus on a "Strategic Plan" rather than a game plan that focused on one year at a time. Patriots' Path Council's plan will focus on five key elements: membership & unit service, marketing & communications, outdoor & youth development experiences, financial health & sustainability, and organizational & leadership development. The Membership Plan will strictly focus on membership growth via:

- Recruiting new members from 2,250 to 2,700 on an annual basis.
- Continuing and developing new programs and resources that will support both council and unit lead programming.
- Grow retention levels above 73% with a plan to contact all youth who are nearing expiration.
- Reestablish/strengthen charter organization relationships
- Work with the marketing committee to improve brand awareness, safe Scouting, and overall communications.

Short-Term Goals:

- Strengthening the volunteer-based council-wide council membership committee with representation from each district
- Encourage that each unit has a new member coordinator(s) (job description in Appendix B)
- Supporting D&I initiatives to start new units or increase membership in diverse communities.
- Continuing to implement a monthly themed peer-to-peer recruiting program.
- Encourage and support each unit in planning at least one spring and fall recruiting event.
- Encourage Cub and Scouts BSA units to actively plan AOL to Scouts BSA transition and doing so many months in advance of the transition.
- Developing a female led taskforce to focus on growing female members and new units.
 - Adding female troops in each district, to serve the number of family Cub Scout packs. This is important to AOL to Scouts BSA transition as we currently do not have those "family" of Scouting relationships. This is addressed under Chartered Organizations.
- Leveraging the benefits of the Venturing, Sea Scouting, and Exploring programs to increase participation of high school-aged members

Long-term Strategic Objectives Enumerated in the 2025-2027 Strategic Plan:

- By engaging our volunteers and families, we will create a welcoming environment that supports a growing number of families and reflects the diversity of our communities.
 - Recruiting - Grow new members from 2,250 to 2,700 on an annual basis.
 - Retention / Unit Service - Grow overall retention rate 73% on an annual basis.
 - Building Units & Relationships - Assuming an annual loss of 15 units per year; develop 60 new units for 5% growth.

RECRUITING PLAN 2025

Recruitment

Recruitment is the heart and soul of our membership strategy. There are a number of key strategies we need to execute flawlessly to achieve our membership targets. We must:

- Ensure that the units have a new membership coordinator and are executing at least two major recruiting activities each year.
- Continue to build on the strong recruitment gains across all levels of the program but need to focus our limited time and resources on the recruitment of Cub Scouts, specifically, Lion and Tiger youth due to the immediate (positive feedback loop among “young” parents) and long-term (more Scouts BSA) benefits of doing so. Strong recruiting begins with a plan that starts months in advance of actual recruiting events and initiatives.
- Ensure that every Arrow of Light Scout has an opportunity to join a troop. Troops need to secure the incoming AOLs now and begin the transition process from Cub Scouts to Scouts BSA to retain as many AOLs as possible.
- Achieve “fair share” of the Hispanic/Latino and African American communities within our council and engage with them with either Scouting America’s “off the shelf” programs to attract youth of those communities to join Scouting. While the council has access to diversity data by area/ZIP Code, there is no one size fits all approach to reaching these communities, and these communities are not found in every unit. See below under *Growth Opportunities – Ethnicity by ZIP Code*. As a result, the outreach must be done at the local and district levels.
- Re-do our efforts to start female Scouts BSA troops and family packs to increase gender diversity. See below under *Growth Opportunities – Female Scouts BSA Troops by ZIP Code*. The council should take the lead on these efforts as there are Scout age young women throughout the council.
- Focus on changing needs and demographics in Venturing and Exploring programs to engage more teenage youth in Scouting, which will lead them into adulthood and prepare them for life.

Growth Opportunities – Cub Scouts by ZIP Code

Appendix C contains a list of ZIP Codes that have the lowest amount of Cub Scouts being served.

Growth Opportunities – Ethnicity by ZIP Code

Increasing diversity must be a major focus of any recruitment as statistically Patriots' Path Council is behind most councils in terms of ethnic diversity. Also, as was stated in the Assumptions, the Asian population will continue to grow.

Patriots' Path Council does serve many Asian families. These families join as individual families as we have yet to be able to develop relationships with the community as a whole in order to have them embrace Scouting as a significant part of their community. Striving to have chartered partners that represent this community will position us for future continued growth as the community continues to grow.

Scouting America has, in recent history, invested heavily in increasing diversity in the African American and Hispanic communities but, as Appendix D shows, even the Patriots' Path Council has not been able to achieve the results that the council is accustomed to achieving. This chart shows by ZIP Codes the areas that we have not made significant inroads to support and welcome into the Scouting family.

Scoutreach may be an answer to make inroads, but this cannot be the focus of increasing membership in diverse populations.

Units that meet after school and have charters with other youth serving organizations that have after-school/child-care services to better meet the needs of working families should be a focus.

Growth Opportunities – Female Scouts BSA Troops by ZIP Code

Our diversity must also include female Scouts BSA troops. Patriots' Path Council has been fairly successful with family Scouting. As more data becomes available, the percentage of female Cub Scouts not moving into the Scouts BSA program will be higher as our female Scouts BSA units tend to be more regionalized and not available to every female youth. Given this reality, there are not enough units to successfully participate in Webelos to Scouts BSA transition for all females in our family packs.

Prospective Parent Outreach – A Major Recruiting Challenge to Overcome

We need to continue to be persistent in finding new ways to communicate the value and benefits associated with Scouting to millennial parents, i.e., those who no longer seek “membership” in organizations, but instead look to provide “quality, life-enhancing experiences” for their children. Traditional methods of communicating with parents (flyers, youth talks, etc.) were upended well before the pandemic; the pandemic effectively ended those means, which means unit new member coordinators and district membership chairs, under the overall leadership of the membership committee, need to help share the message of Scouting in alternative ways such as social media. For many units, multiple communication touch points will be used to inform new parents about Scouting. For suggestions, see the Patriots' Path Council year-round recruitment plan in the next section below.

Retention

Overall, our retention rate in the council has been very good, although we saw a decline this year with just over a 70% rate in 2024. Units with excellent retention generally have invested volunteer leaders that have a strong program, are trained in their respective role, and excellent recruitment efforts. This makes retention a council-wide issue to address on many different levels and not just the membership committee.

An important part of retention also needs to focus on losses that happen during Webelos to Scouts BSA transition. This is not a new problem, as Scouting America has been focusing on this for almost 20 years. Accordingly, as noted on page 3 above, each district should seek an individual to serve as the Webelos to Scouts BSA transition volunteer to help with this process.

As part of the Patriots' Path Council plan, a subcommittee will be dedicated to retention and includes the council commissioner.

Programming

The council will also continue to engage in developing program opportunities as part of PPC Adventure Programs. The concept of PPC Adventure Programs is to develop supplemental programming. These programs will be geared to giving families the opportunity to take part in programs at one of our facilities. This is meant to supplement what the units are doing and make it easier for struggling units to provide quality program. This also provides an opportunity for families to get more information about the Council and upcoming programs offered beyond the unit.

Commissioner service also needs to play a significant role in assuring that units recharter and, with commissioner visits, struggling units can be identified to help strengthen the program of those units.

Chartered Organizations

Patriots' Path Council will have to continue to focus on strengthening the relationship with our chartered partners. We believe that Scouting best serves the needs of the community when we have strong chartered partner relations.

Encouragement of chartered partners to have a full family of Scouting. This could lead to better retention, as a full family of Scouting will help items such as Webelos to Scouts BSA transition, as well as give families one central location for the program for the entire family. Acknowledge and celebrate current charter partners that already provide full family scouting and encourage other scouting programs.

Communications

Building awareness of the Scouting program among parents with children of Scout age is critical to enabling the membership committee to support units to recruit youth in the required numbers. The council must staff a marketing committee to support the districts and units in the areas of recruiting, retention, and new unit startup. This must also be augmented by a robust public relations function to allow us to get the message of Scouting out to our target audience.

In collaboration with the council marketing committee, work to share local Scouting stories with our immediate communities to showcase the positive aspects of Scouting, safety, and community needs. This will include the use of our new brand, Scouting America.

Working with the diversity committee, we will support and test new initiatives to increase membership of existing units as well as to new unit start up. Work will also be done to look at the website and other media for the opportunity to offer items in languages that can be supported by the committee and council staff.

COUNCIL MEMBERSHIP

	2023 Actual	2024 Actual	2025 Goal
Increasing the number of trained new member coordinators	62	63	65
Securing district membership chairs by March 31	2	4	4
Increasing the number of committee members on the district membership committees to 4	0	0	1
Increasing youth retention	75%	70.73%	73%

	2023 Actual	2024 Actual	2025 Goals
Cub Scouting	5,492	5,216	5,318
Scouts BSA	4,089	4,251	4,250
Venturing/Sea Scouting	90	82	50
Exploring	212	278	210
Lone Scouts BSA	0	0	0
Total Membership	9,883	9,827	9,828
Total Youth Served	12,570	12,143	12,527

Number of Units

	2023 Actuals	2024 Actuals	2025 Goals
Packs	138	130	137
Troops	154	156	156
Crews	17	9	9
Ships	1	3	3
Posts	11	14	11
Total Units	321	311	316

COUNCIL TIMELINE

This timeline lists the months in which the tasks should be accomplished by the unit new membership coordinator.

NOW: Ensure every unit has a new membership chair

September – December: – “Lock-In” AOLs

January - May: Convert AOLs to Scouts BSA

April - June: Gain back “lost” Scouts

May and June: Hold a major spring recruitment event; ideally two events

August and September: Hold a major fall recruitment event; ideally two events

CLOSING REMARKS

Execution and Implementation - This plan will be shared at the district level and be ready for implementation in April. The district chair, through the council vice president for district operations, is responsible for ensuring that the districts follow the provisions and timetables in this plan.

District membership vice chairs/chairs will report back to the council membership committee during the monthly membership committee meeting/conference call on their progress toward their individual district goals as listed in the council strategic plan.

Comments from the district chairs and vice chairs, membership, on the provisions of this plan are welcome at any time. Comments should be directed to Council Vice President, Membership, Bill SanFilippo, at chair.membership@ppscouting.us or through unit commissioners or district executives.

The council vice president of membership, is responsible to review this plan quarterly and revise it as needed.

APPROVAL BY THE EXECUTIVE BOARD

At the meeting of the Patriots' Path Council Executive Board on April 2025, this Council Membership Plan was approved for execution by the Patriots' Path Council Executive Board with the following changes:

(None)

Signed:

Scout Executive

Council President

APPENDIX A

Council Mosaic Profile

C358 - Patriots' Path

	Mosaic Description	Cub Scout Members	% of Cub Scout Members	Households in Council Area	% of Households in Council Area	Index
A01	American Royalty	846	20.2%	54,152	7.4%	2.7
C13	Philanthropic Sophisticates	677	16.1%	91,124	12.4%	1.3
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A05	Couples with Clout	244	5.8%	11,225	1.5%	3.8
A03	Kids and Cabernet	231	5.5%	8,153	1.1%	5.0
B10	Cosmopolitan Achievers	228	5.4%	56,019	7.6%	0.7
H26	Progressive Assortment	112	2.7%	55,900	7.6%	0.4
B08	Babies and Bliss	87	2.1%	3,575	0.5%	4.3
F22	Fast Track Couples	86	2.1%	14,266	1.9%	1.1

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1. **A03 Kids and Cabernet** – consist of mostly middle-aged couples living in new-money subdivisions. Many households contain sprawling families with children of all ages, and more than half include dual-income couples. This is one of the most educated segments: nearly three-quarters have someone in the house with a bachelor's degrees; more than 40 percent boast graduate degrees. They generally work as white-collar professionals in the sciences, business, finance, and education sectors, though nearly one in five women work as homemakers. While Kids and Cabernet are overwhelmingly white, there is an above-average presence of Asians.
2. **B10 Cosmopolitan Achievers** – Nearly two-thirds of households are Asian in this segment, the highest percentage in the nation. Cosmopolitan Achievers are also known for affluent, educated, middle-aged couples and families living in and around large cities. The adults here hold professional, technical, and service jobs. Nearly a third have earned graduate degrees. However, many still retain the traditions of their native countries: one-third speaks Chinese as their first language and about a quarter are bilingual but prefer English.
3. **H26 Progressive Potpourri** – Progressive Potpourri are a collection of immigrant households. These foreign-born people came to America more than a decade ago and are now living comfortably in the suburbs. Nearly a third are Hispanic; more than 10 percent

are Asian. Most households speak English at home, though a relatively small percentage speak only Spanish. They tend to be married couples between 45 and 65 years old, with grown children and empty nests, but these households also have above-average rates for being home to both grown adults and aging seniors. Nearly half the households contain someone who has gone to college, and many have multiple earners employed in white-collar, service-sector, and blue-collar professions.

4. **B08 Babies and Bliss** – Babies and Bliss is the premier lifestyle for large families in America. With more than half of households containing at least five people, no segment has more children. Most of their parents are Generation Xers between the ages of 36 and 45 raising preschool children in comfortable suburban lifestyles. With their lofty educations - nearly two-thirds have a bachelor's degree, one quarter a master's - these parents work in professional and technical occupations in public administration, education, science, business, and education. Despite an above-average percentage of women working as homemakers, these households are nearly twice as likely as the general population to have dual wage-earners.
5. **F22 Fast Track Couples** – Fast Track Couples are flourishing. Nine out of 10 households are under 35 years old, and the vast majority are married and own their homes. About a third have already started families, and others might look to start one soon. Nearly all are white and have been to college, with about half holding bachelor's degrees. Most have managed to land well-paying jobs in sales, services, and white-collar and technical professions. More than half of these households have dual workers in the labor force.

APPENDIX B

The Unit's New Member Coordinators

[Note that a unit is encouraged to have co- or multiple holders of this position.]

Sustaining strong membership in a unit depends not only on having new members join the unit, but also on engaging youth and their families in the unit experience so that they stay. The role of the new member coordinators is to ensure that both keys to success take place.

Appointment and Support:

- The new member coordinators are appointed by and report to the unit committee chair.
- The new member coordinators work with and are supported by the district membership chair as well as by unit leadership, the sponsoring organization, and commissioners.

Responsibilities:

In general, all new member coordinators:

- Serve as welcoming ambassadors for the unit.
- Work with the unit committee in developing and implementing the unit Membership Plan.
- Participate in new member coordinator training and collaborate with the district membership team.

Specific responsibilities for each new member coordinator should be determined by the unit's new member team depending on individual interests and the needs of the unit. The tasks and opportunities listed below should help to guide the planning for individual and shared responsibilities.

Each of the three action elements listed should be included in the unit Membership Plan developed with the leadership of new member coordinators:

1. Share the benefits of Scouting.

- a. Develop and share your own Scouting story, showing the impact of Scouting on your family.
- b. Identify and access research data and local examples confirming the fun and value of Scouting to youth, families, and the community.
- c. Promote Scouting benefits through social media and other avenues of communication.
- d. Showcase Scouting through engagement in local community events and service.

2. Coordinate unit recruitment.

- a. Oversee unit recruitment efforts such as joining events, informational presentations, and peer-to-peer initiatives.
- b. Appeal to potential youth members and their families through well-designed and widely distributed invitations shared through electronic media, handouts, and personal contacts.
- c. Ensure that the unit's BeAScout pin is up to date and that prompt follow-through takes place.
- d. Collaborate with local school representatives and community leaders, particularly in the chartered organization, to foster promotion of Scouting opportunities.

3. Guide the joining and welcoming process for youth and their families.

- a. Help youth and adults to greet newcomers warmly and to establish friendly, enjoyable relationships so that new members form a strong sense of belonging.
- b. Develop a unit welcome packet, electronically and/or in print, to answer frequently asked questions and to provide resource and contact information.
- c. Ensure that youth and adult applications, transfers and payments are promptly submitted online.
- d. Build fun and excitement about the unit program and encourage youth and their families to take pride in Scouting accomplishments.
- e. Promote feedback and sharing of ideas through customer satisfaction surveys and other means.

APPENDIX C

GROWTH OPPORTUNITY CUB SCOUTS

Opportunity ZIP Codes: Cub Scouting

C358 - Patriots' Path

These ZIP Codes have the largest number of Cub Scout age youth who do not currently participate in Scouting.

ZIP CODE	Total Members	Total TAY	Total Market Share	Total Unserved Youth	Total Cub Scout Members	Total Cub Scout TAY	Cub Scout Market Share	Cub Scout Unserved Youth
08861	5	10,130	0.0%	10,125	1	5,069	0.0%	5,068
08901	0	8,146	0.0%	8,146	0	4,122	0.0%	4,122
08817	83	7,276	1.1%	7,193	25	4,046	0.6%	4,021
07060	12	7,690	0.2%	7,678	3	3,963	0.1%	3,960
08854	84	6,927	1.2%	6,843	37	3,489	1.1%	3,452
08873	52	6,815	0.8%	6,763	15	3,379	0.4%	3,364
07202	23	6,824	0.3%	6,801	4	3,354	0.1%	3,350
07083	88	7,260	1.2%	7,172	52	3,390	1.5%	3,338
08820	332	7,308	4.5%	6,976	81	3,387	2.4%	3,306
08844	202	7,033	2.9%	6,831	107	3,287	3.3%	3,180
07036	19	6,304	0.3%	6,285	8	3,110	0.3%	3,102
07206	0	5,879	0.0%	5,879	0	3,000	0.0%	3,000
07090	305	6,144	5.0%	5,839	204	2,933	7.0%	2,729
08807	232	5,985	3.9%	5,753	80	2,732	2.9%	2,652
07960	189	5,799	3.3%	5,610	118	2,725	4.3%	2,607
07208	21	5,155	0.4%	5,134	5	2,592	0.2%	2,587
07201	23	4,903	0.5%	4,880	10	2,540	0.4%	2,530
07901	149	4,481	3.3%	4,332	98	2,111	4.6%	2,013
07076	143	4,203	3.4%	4,060	90	2,074	4.3%	1,984
07920	230	4,781	4.8%	4,551	111	2,012	5.5%	1,901

APPENDIX D

GROWTH OPPORTUNITY BY DIVERSITY

Opportunity ZIP Codes: Traditionally Underserved Markets

C358 - Patriots' Path

These ZIP Codes have the largest number of unserved youth from ethnicities where Scouting has traditionally struggled to serve youth.

ZIP CODE	African American Members	African American TAY	African American Unserved Youth	Hispanic/Latino Members	Hispanic/Latino TAY	Hispanic/Latino Unserved Youth
08861	1	695	694	1	8,313	8,312
07060	5	1,989	1,984	1	4,408	4,407
08901	0	970	970	0	4,628	4,628
07202	1	784	783	17	4,801	4,784
07206	0	925	925	0	4,309	4,309
07201	2	985	983	12	3,072	3,060
07208	1	930	929	14	2,991	2,977
07036	2	1,638	1,636	4	2,134	2,130
07083	16	2,133	2,117	20	1,518	1,498
08873	7	1,742	1,735	3	1,311	1,308
07203	0	1,511	1,511	1	1,134	1,133
07205	1	1,624	1,623	0	770	770
08854	14	1,400	1,386	5	996	991
07801	1	170	169	6	2,375	2,369
07065	5	1,188	1,183	11	1,188	1,177
07063	0	791	791	0	1,408	1,408
07008	3	581	578	10	1,438	1,428
08817	2	665	663	7	1,062	1,055
07062	0	960	960	0	891	891
07960	4	404	400	32	1,222	1,190

