

AWESOME SECRETS FOR SUCESSFUL PACK RETENTION

*Brenda H. Jackson
District Commissioner
Breaks District
Sequoyah Council
Boy Scouts of America*

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Mt. Moriah Baptist Church

Spartanburg, SC

Anna L. Booher, Advisor

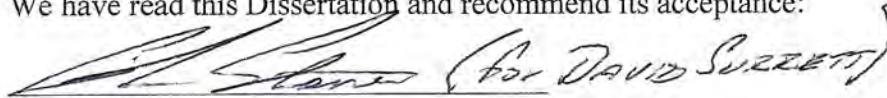
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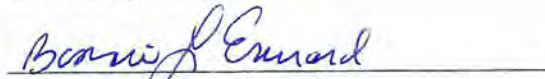


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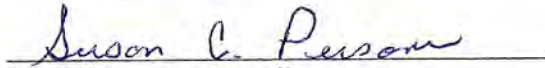
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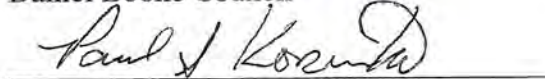
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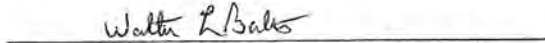
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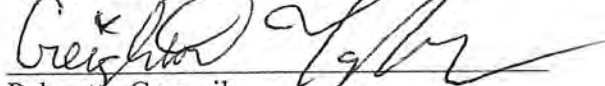
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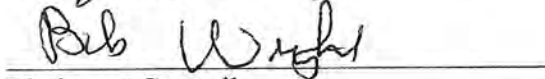
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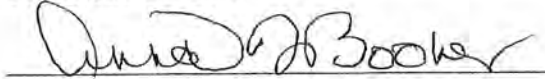
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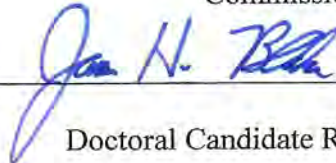


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I would like to thank my advisor, Anna L. Booher, who energized me when I considered giving up. Anna has been available to give advice and answer questions when needed. Many thanks to Arthur and Maxine Mullins, whom I have known for many years, even before my Scouting career. They have always encouraged me to take on new challenges in Scouting. Arthur and Maxine are very dear to me.

I give gracious thanks to Erica Audette-Shotwell, Field Director for the Sequoyah Council, who provided data for me, Cubmasters in the Sequoyah Council who answered questions and provided information about their packs for this dissertation, as well as Cubmasters in the Breaks District. I also want to thank all of the Scouters in the Sequoyah Council, and the Breaks District in particular, for your commitment to our youth and your willingness to give our youth the skills they need to become tomorrow's leaders.

Thank you to my team with whom I work, and to my director, Sherina Justus. Matthew, Bridgett, Shiana, Elizabeth, Rebecca and Joan indulge me by allowing me to take time off from work to pursue my Scouting adventures.

Finally, I want to thank my son, Ronald Mark Jackson. Mark is an Eagle Scout; therefore, he has the skills to be self-sufficient. Through Mark's self-sufficiency, he allows me to

pursue my own interests, which include activities with my pack, my service to the Breaks District as District Commissioner, and to pursue my Doctorate of Commissioner Science.

DEDICATION

This dissertation is dedicated to my sons, Ronald Mark Jackson and John Henry Jackson, both of whom are Eagle Scouts. Had they not been Cub Scouts, I would not have become involved in Scouting. I became a Webelos den leader when John was a Webelos. I learned as much from Scouting as Mark and John did. Their continued interest inspired me to become a merit badge counselor and to become more involved in the program on the district level. The Boy Scouts of America not only prepared them to become leaders in the community but prepared them – and me – to become self-sufficient in many ways that has served us well since the passing of their dad, Ronald Lee Jackson, in 2008.

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ABSTRACT

The Cub Scout Program of the Boy Scouts of America has been a cornerstone for growing Boy Scout troops for many years. Unfortunately, Cub Scout Packs are finding it increasingly difficult to retain youth within the Cub Scout Program. The goal of this project is to identify packs in the Sequoyah Council who have been successful in retaining youth, and to identify factors that aid these packs in retaining their youth. Cubmasters of some of the more successful packs in the Sequoyah Council, as well as packs in the Breaks District, my home district, were polled on a wide array of topics in order to identify practices, tips, and activities that make these units successful in retention. By identifying the secrets that these units hold that make retention of their youth possible, these factors may be replicated by other Cub Scout Packs to make their retention more successful.

CHAPTER I

INTRODUCTION

“The mission of the Boy Scouts of America is to prepare young people to make ethical and moral choices over their lifetime by instilling in them the values of the Scout Oath and the Scout Law.” (2). As a Cub Scout leader in the Breaks District of the Sequoyah Council, the writer believes the younger that youth become involved in Scouting, the more likely that the youth will live the values of Scouting. Providing a quality program that incorporates the values of Scouting and keeps Cub Scouts involved is a challenge. While the goal is to move youth through the Cub Scout program and transition them into Scouts BSA, sometimes youth tend to leave Cub Scouts without transferring to a Scout troop.

The leadership of Pack 752 works diligently to keep its program fresh, fun and active in order to keep the youth engaged. While the leaders use the Den Leaders Resource Guides to provide its weekly program, and participate in the district’s Cub Scout activities, they also incorporate additional activities. Some of the activities they have added are a bicycle rodeo in the fall and spring, a campfire/cookout in November, and an annual Friday night lock-in in the winter months.

With the beginning of each new school year and the beginning of a new Scouting year, the pack loses boys who had previously been faithful for a year, two years, or even three years. When the parents or legal guardians were contacted to determine if the boys were returning, and if not, why, there were many reasons why the boys didn’t return. Two of those reasons were loss of interest in Scouting and parents not having the time to commit to Scouting.

The goal of this dissertation is to identify secrets to successful Cub Scout retention.

Erica Audette-Shotwell, Field Director for the Sequoyah Council, provided data about Cub Scout retention within the Sequoyah Council (1). Then, that data was used to identify at least three packs in each of the council's five districts that have the best retention, and the Cubmasters of the identified packs were contacted to gather information to identify the factors that make them successful with retention. A questionnaire was created that could be answered with one or more responses. The questionnaire was sent to the Cubmasters of the previously mentioned packs, as well as the remaining packs in the Breaks District.

Data from the United States Census Bureau for each of the localities and cities in the Sequoyah Council were collected (18). There is interest in the populations of the localities and how they have changed since 2010. The focus is on the median incomes in each locality/city as well as the poverty rates and the industries that make up the localities' economies.

CHAPTER II

REVIEW OF LITERATURE

According to the Cub Scout Retention Toolbox, retention begins at the unit level, particularly among Cub Scouts. The article states that 90% of Boy Scouts are former Cub Scouts. The article offers some key factors that lead to Cub Scout retention (6).

One factor is a leader to greet each new youth and his/her parent/guardian. Making someone feel welcome goes a long way in keeping the youth and his/her family engaged. (Throughout the remainder of this dissertation, the more generic masculine pronouns will be used for brevity.)

A second factor is to provide information to Scouting families. Families new to Scouting have numerous questions, and leaders need to answer them clearly but with brevity, to avoid overloading families with too much information at one time. The article suggests introducing families to websites, such as www.beascout.org/welcome, to learn about Scouting, and for units to use resources such as den specific handbooks, Scouting magazines, newsletters, social media, texts, and telephone calls to keep families informed about the pack's happenings.

A third factor is to have a schedule for den and pack meetings, including having a plan for each meeting. The article suggests using the meeting plans in the Cub Scout Den and Pack Meeting Resource Guides. The plans include activities that meet the requirements for completion of each required and elective adventure. The article also suggests using Den Chiefs, who are usually members of a Scouts BSA troop who assist den leaders with the dens' activities.

Having trained leaders goes a long way toward retaining youth. Having competent and well-trained leaders adds to the quality of the program as well as enhances retention. Leader specific training is available online as well as through instructor led classes and Roundtables. Advanced trainings such as Outdoor Leader Skills, BALOO and Wood Badge are also beneficial to leaders as well as the youth. The District Commissioners, Roundtable Commissioners and Unit Commissioners are valuable resources for information and training.

Another factor is to have an annual plan for the pack, which is usually made in the late spring or summer before the Scouting year begins, usually when the school year begins. The plan includes upcoming activities and events as well as a budget to finance the pack's activities. Having a plan allows both leaders and families to know when activities and events are happening and how much the program is going to cost. It also helps with meeting Journey to Excellence awards.

What happens when the Cubmaster and the den leaders decide to leave the pack? Who is going to take over for the Cubmaster? Having a succession plan is key to the life of the pack. Having someone who is prepared to take over the Cubmaster's role is an important factor for retention. Some of the Cubmasters surveyed indicated that they became Cubmaster for their packs without any previous training or experience in Scouting, other than being the parent of a Cub Scout. The Cubmaster of one of the packs in the Breaks District with the highest retention rates planned to retire as Cubmaster when her unit rechartered in March 2020. A replacement for her had already been identified and was "in training" under the current Cubmaster to learn her new responsibilities once her predecessor retired.

The Black Hawk Area Council's website lists ten ideas for increasing Cub Scout retention (5). Some of those ideas were discussed in the previous article. One idea is to let the youth show pride in being a Cub Scout. Having a pack flag – and even a den flag – is one way that they can show pride. Uniforming is another way of showing pride. Encouraging youth to wear their uniform properly makes them feel proud to be a Cub Scout. KISMIF – everybody who has spent time in Scouting knows what this means: keep it simple, make it fun. We can KISMIF by having a well-planned program. Another idea is maintaining a good relationship with the charter organization and pack committee. Pack 752's charter organization is not interested in what the pack does beyond rechartering the pack each year. The author keeps the charter representative, who is a former Scoutmaster, and the committee members, as well as the Unit Commissioner, informed of the pack's activities. They have access to the pack's private Facebook page, and are included in all communications. The Black Hawk Area Council also encourages Cub Scouts to participate in district activities as well as council level activities.

Another factor that has not received a great deal of attention yet in this dissertation is the importance of an outdoor program. According to David Aragon, who founded Cub Scout Pack 4 in Colorado and was featured in the May/June 2018 issue of Scouting magazine, one sign that a youth is going to stay in Cub Scouts is when he goes to camp. The event could be a Cub Scout day camp or a Cub Scout family camping experience. Mr. Aragon believes that once a youth experiences camping, he is hooked for the next six months. Within that six months, there should be another camping opportunity in the works.

Bill Ellis' June 2016 dissertation on The Critical Four Months: Retention of New Cub Scouts addresses these same factors. A point that Mr. Ellis made that hit home for the author is interests that youth have outside of Scouting – church youth groups, community youth sports programs, 4-H programs, and other youth programs. The writer has reached out to some of these programs, and other programs in the community, to determine if any of those programs' activities could meet the requirements of any of the Cub Scout adventures. The pack's leaders have given the youth credit for required activities that were completed as part of their participation in the other activities. Some of those programs have been incorporated into den and pack meetings. Incorporating youths' other activities outside of Scouting helps with retention. Doing so sends the message that it is okay to participate in other activities in addition to Scouting. Under Pack 752's previous leadership, the pack would lose several boys each year when Little League basketball began. The new leadership worked with the boys and their parents to ensure that they were able to complete the activities outside of Scouting, and by the end of the third basketball season, they would return to den and pack meetings when the season was over. The Breaks District had a Cubmaster at that time who told boys they had to make a choice – either attend Cub Scout meetings or play ball. They cannot do both. Naturally, she lost many boys who never returned to Scouting, and eventually the pack folded.

CHAPTER III

METHODS

The research was begun by looking for information about Cub Scout retention. The primary source for information was the internet, as well as Scouting publications. The Sequoyah Council's Service Center provided information on Cub Scout retention in the Sequoyah Council. Erica Audette-Shotwell, the council's Field Director, provided the retention information for the years 2016 through 2018 for packs in each of the council's five districts (Appendix C). The data Ms. Audette-Shotwell provided were used to identify at least three packs in each district that had the highest retention rates over the three-year period (Appendices D through H). Ms. Audette-Shotwell also provided contact information for the Cubmaster for each of these packs. Unfortunately, three of the packs for which contact information was requested did not recharter in 2019. Three other Cubmasters did not respond to the survey because their email addresses were not valid, or they chose not to respond.

The information from the articles was used to develop a questionnaire to be sent to the packs with the highest retention levels in each district, as well as each Cubmaster in the Breaks District. The questionnaire included Cubmaster's Scouting experience and training, involvement of the charter organization and pack committee, pack funding, attendance of youth at meetings and events, involvement of parents, community service, other activities of youth, advancement, and communication. The questionnaire was initially developed to include open-ended questions. This type of question would allow for a broader range of answers. However, upon consultation with advisor, Anna L. Booher, Ms. Booher thought that open ended questions would be difficult

to evaluate and respondents would not put the proper thought into the questions. The questionnaire was changed to include closed-ended questions with multiple possibilities for answers. The complete survey is located in (Appendix A). Additional comments by Cubmasters about their packs are included in (Appendix B).

Demographic information was collected about each locality and city in the Sequoyah Council. The information includes the population of each locality/city in 2010 and 2019, average income, median income for a family of four, and the poverty rate (Appendix I). Information on the economies of each locality was also collected (Appendix J). Appendix K compares the median income of each locality and city with the highest paying industry in each locality and city. The findings for some localities were somewhat surprising. The findings will be discussed in the next chapter.

Sequoyah Council Field Director Erica Audette-Shotwell provided data on Cub Scout retention for the years 2016 through 2018, and contact information for the Cubmasters with the best retention rates in each district of the Sequoyah Council. The articles were used to develop a questionnaire that was sent to Cubmasters. Demographic information was also collected about the population, income and industries in each locality and city. All of this information was used to identify the secrets to Cub Scout retention.

CHAPTER IV

RESULTS AND DISCUSSION

Twelve Cubmasters of packs responded to the questionnaire. All six Cubmasters in the Breaks District responded to the survey. They are Packs 119, 239, 412, 725, 752 and 755. The Cubmasters of two packs from the Nolachucky District that responded are Packs 93 and 100. The Cubmaster from Pack 5 in the Overmountain District was the only one who responded. The three Cubmasters from the Wilderness Road District who responded are from Packs 156, 360, and 603.

On the first question, regarding length of tenure as Cubmaster, only one Cubmaster had held the position for less than a year. The Cubmaster for one of the packs in the Breaks District is retiring in March 2020, but another Cubmaster has been identified and is learning the role and responsibilities. Five Cubmasters have held their positions for two to five years. One Cubmaster has been in that position for five to 10 years, with six Cubmasters holding their positions for more than 10 years.

The second question asks how long each respondent was involved with the pack before becoming Cubmaster. One Cubmaster indicated he was not involved in Scouting prior to taking this position. Three people indicated they had been involved in Scouting less than a year. Six Cubmasters indicated they had been involved in Scouting for one to two years before assuming their current roles. Four Cubmasters had two to five years of experience in Scouting before becoming Cubmasters for their packs.

For the third question, respondents could have several responses. The question asked what other positions the Cubmasters have held within their packs. Two people have not held any other position within their packs. Two people have been den leaders for Lions; four people have been den leaders for Tigers; five Cubmasters have been den leaders for Wolf and/or Bear dens. Three Cubmasters have been Webelos leaders. Three Cubmasters have been pack committee members before becoming Cubmaster.

The next question addressed the issue of training. All twelve respondents have had Youth Protection Training. Ten have had training for Cubmasters. Four respondents have had leader-specific training for their positions. Nine respondents have completed BALOO training. Six respondents have completed Wood Badge training.

The fifth question inquires about how many leaders within the pack who have direct contact with youth have completed training. Two Cubmasters responded that only one leader in the pack with direct contact with youth have been trained. Three Cubmasters responded that two to four leaders have been trained. Four people indicated that five to seven people have been trained; three respondents indicated that more than seven people who have or had direct contact with youth have been trained.

The sixth question addresses the location of service for the pack. Ten of twelve Cubmasters reported that their packs serve rural communities. Two Cubmasters reported that her pack serves within the city/town limits. There were no packs that serve urban areas.

The seventh question asks how involved the charter organizations or the pack committees are with the packs. Four Cubmasters stated that their charter organizations and pack committees

are not involved with the packs' activities. Five Cubmasters responded that the charter organizations and pack committees are somewhat involved in the packs' activities. Three Cubmasters responded that their charter organizations and pack committees are very involved with the packs' activities.

Question number eight inquires about the pack's sources of funding. All twelve of the packs participate in popcorn and Scout Expo ticket sales. Four packs have other fundraisers that they conduct to raise money. Two packs charge dues or membership fees. The families in eight packs pay the registration fees for Scouting activities. Four packs receive other sources of funding. None of the packs receive any financial assistance from their charter organizations.

Question number nine asks about the pack members' attendance at den and pack meetings. Two Cubmasters responded that 26% to 50% of the members attend meetings on a regular basis. Six Cubmasters responded that 51% to 75% of the members attend meetings regularly. Four Cubmasters reported that more than 75% of the members attend meetings

Question number ten addresses attendance at district activities. Seven Cubmasters reported that less than 25% of their members participate in district activities. Five Cubmasters indicated that between 26% and 50% of their members attend district activities.

Question number eleven inquired about the activities beyond weekly den and pack meetings and was designed to have multiple responses. Eight Cubmasters responded that their Cub Scouts participate in family day activities. Four Cubmasters responded that their members participate in camping and other outdoor activities. Seven respondents indicated that their members participate in district activities such as Pinewood Derbies and Raingutter Regattas. All

twelve Cubmasters reported that their members participate in community service activities; seven Cubmasters reported that their packs participate in other community activities such as parades.

Question number twelve measures the level of involvement by parents. This question could also have multiple responses. One respondent reported that the parents were not involved at all in the pack. Ten respondents indicated that some parents will assist the packs when asked to do so. Six Cubmasters responded that parents stop bringing their children to meetings when they are asked to do something. Six Cubmasters responded that some parents are involved in planning the packs' activities. Seven Cubmasters responded that their parents will do whatever they are asked to do.

Question number thirteen inquired about the packs' participation in community service. Four Cubmasters responded that their packs participate in projects for the charter organization. Eight Cubmasters reported that their packs perform community service for local churches and the schools. Six packs participate in community service activities within their communities. All twelve packs participate in Scouting for Food.

Question number fourteen asked how often packs participate in community service projects. Three respondents indicated their packs participate in at least four projects each year. Three Cubmasters indicated that their packs participate in three projects each year. Two Cubmasters indicated that their packs participate in two projects each year. Four Cubmasters indicated that their packs participate in only one community service project each year.

Question number fifteen inquired about other activities that Cub Scouts are involved in. This question is a multiple response question. Nine Cubmasters indicated their members are involved in church youth activities. Nine Cubmasters indicated that their Cub Scouts participate in community sports activities. Four Cubmaster indicated that their members participate in 4-H activities. Three Cubmasters indicated that their members participate in Boys and Girls Club activities. Five Cubmasters indicated that their Cub Scouts participate in band or other music activities.

Question number sixteen measured packs' level of advancement. Three Cubmasters responded that 51% to 75% of their Cub Scouts advance at least one level each year. Nine Cubmasters responded that at least 75% of their Cub Scouts advance at least one level each year.

Question number seventeen measured the amount of contact that Cubmasters have with their Unit Commissioners. Three Cubmasters indicated they have contact with their Unit Commissioner at least once a month. Three Cubmasters indicated they have contact with the Unit Commissioner every two months. Four Cubmasters indicate they communicate with their Unit Commissioner every three months. Two Cubmasters indicate they communicate with the Unit Commissioner two times per year. One Cubmaster indicated that he does not know his Unit Commissioner.

Question number eighteen follows up on the previous question by asking who initiates contact with whom. Three Cubmasters indicate that the Unit Commissioners contact them. Eight Cubmasters indicated that both s/he and the Unit Commissioners initiate contact with the

other. One Cubmaster indicated that he does not communicate with his Unit Commissioner at all.

Question number nineteen, the last question, asked about forms of communication that Cubmasters use with their packs. This question is a multiple response question. Three Cubmasters indicated they communicate with Cub Scout families by telephone. Four Cubmasters use email. Seven Cubmasters use Instant Messenger. Nine Cubmasters report communicating by text, and nine Cubmasters communicate through social media.

Additional comments made by Cubmasters who completed the questionnaire are found in (Appendix B).

Now, let's take a look at the information from the United States Census Bureau (Appendix I). The nineteen cities and counties in the Sequoyah Council will be examined. Sixteen of nineteen cities and counties saw a decrease in population from 2010 to 2019. All localities in Virginia saw decreases in population. Six of nine localities in Tennessee saw decreases in population. Greene County, TN, Washington County, TN and the city of Kingsport, TN saw population increases from 2010 to 2019. Two localities have a median income of less than \$30,000 per year. Nine localities have a median income between \$30,000 and \$39,999 per year. Seven localities have median income between \$40,000 and \$49,999 per year. Eight localities have poverty rates between 14% and 20%. Eleven localities have poverty rates between 20% and 30%.

The website Data USA identifies the highest paying industry in each locality and the annual income for the industry (Appendix K). These findings were surprising. Mining, quarry,

oil and gas extraction were expected to be the highest paying industry in the western-most localities in Virginia. However, in Buchanan County, real estate and rentals is the highest paying industry, with an annual income of \$70,417. Such is the case due to the number of students at the Appalachian School of Law and the Appalachian College of Pharmacy who rent homes. The major employers in Buchanan County include West River Machinery, Noah Horn Well Drilling, and Nichols Construction, a telecommunications contractor (22). The annual income from real estate and rentals was more than twice as much as the median income of \$30,806 (Appendix K) .

Mining, quarry, oil and gas extraction was the highest paying industry in Dickenson, Wise and Lee Counties and the city of Norton. The incomes of the highest paying industries in Dickenson, Lee and Smyth Counties and the cities of Bristol and Norton are approximately twice the median income.

Dickenson County's primary employer is Paramount Coal Corporation Virginia, followed by the Dickenson County Public School System and Dickenson Russell Coal Company (16).

Wise County and the City of Norton have two major coal companies: A&G Company and Coastal Corporation. Mullican Flooring is a major manufacturer, followed by Mountain Empire Community College and the University of Virginia's College of Wise being major employers (10).

Lee County's top employer is the Lee County Public School System with over 500 employees. The next top employer is the Federal Bureau of Prisons with over 250 employees, followed by Glass Machinery and Excavations, Walmart, and the Lee County Government with over 100 employees each (11).

Russell County's top industry is also mining, quarry, oil, gas extraction at \$63,444 annually, well over the median income of \$39,482 per year. The major employers in Russell County are American Electric Power, CGI and E. Dillon and Company (23).

In Bristol, VA, the highest paying industry is transportation warehousing at \$74,297, almost twice the median income of \$37,904. The city's top four employers are Electro Mechanical Corporation, WCYB/WEMT/CW4, a local broadcasting station, Bristol Compressors International, and Strongwell, a pultruded fiberglass manufacturing company (19).

Smyth County's highest paying industry is utilities at \$77,904 annually, almost twice the median income of \$40,425 annually. Smyth County's top three employers are manufacturers. The companies are Marion Mold and Tool, Inc.; C & A Fabricating, Inc.; and Kennametal Inc., followed by Plw, Inc., a general contractor specializing in residential buildings (20).

In Scott County, the highest paying industry is arts, entertainment and recreation, with an annual income of \$132,803, which is the highest of the council's nineteen cities and counties. It is more than three times the county's median income of \$39,144. The county's three major employers are Joy Technologies, Scott County School Board, and Tempur Production (17).

Mining, quarry, oil and gas extraction is the highest paying industry in six Virginia localities, as well as three localities in Tennessee. The highest paying industry in Washington County, VA is mining, quarry, oil and gas extraction, with an annual income of \$113,125 more than twice the median income of \$46,462. The major employers in Washington County are K-VA-T Food Stores and Food City, with over 600 employees each; Utility Trailer of Glade Spring with over 500 employees; and Universal Fibers with over 500 employees.

Farming was expected to be the highest paying industry in some of the Tennessee localities. A traveler through Hancock, Hawkins, Johnson and Unicoi Counties of Tennessee would expect these counties to be primarily agricultural. The highest paying industry in Hancock County is finance and insurance at \$66,764 per year, which is more than twice the median income of \$28,990. The top employer in Hancock County is Hancock Health with 1,250 employees, followed by Covance, a pharmaceutical manufacturer with 1,050 employees, and Elanco, another pharmaceutical manufacturer with 750 employees (12).

Hawkins County, Tennessee's highest paying industry is mining, quarry, oil and gas extraction at \$44,000 per year. This income is only about \$4,000 above the county's median income of \$40,335. There are over 6,000 manufacturing jobs in Hawkins County, including BAE Systems, manufacturer of explosives; Baldor Dodge Reliance, manufacturer of bearings and brushings; and Dalton Stamp and Dye, manufacturer of rubbing and printing dies and hot dies. (12).

Johnson County's highest paying industry is wholesale and trade at \$43,125 per year, about \$9,000 higher than the median income of \$34,151. Major employers include Gunderson Southwest, manufacturer of railroad cars; Thomas Conveyer Company, manufacturer of conveying equipment; and Walls Industries, manufacturer of waterproof outerwear (21).

Unicoi's highest paying industry is utilities at \$86,336 per year, which is much more than the median income of \$47,981. Tsubaki Nakashima is a manufacturer of steel ball bearings and precision products. IMC specializes in metal fabrication and electropolishing. Specialty Tires manufactures radial tires and bias ply pneumatic tires (18).

Carter County, Tennessee's highest paying industry is transportation and warehousing with an annual income of \$42,333. The median income for Carter County is \$36,589. Major employers include General Machine and Tool Company, Matheson Machine Products, and Snap On Tools Corporation (7).

Greene County is one of the Tennessee counties whose highest paying industry is mining, quarry, oil and gas extraction. The annual income is \$47,206, approximately \$7,000 higher than the median income of \$40,138. Personal experience indicates that gas extraction is the primary industry, as the author's husband occasionally worked in Greene County where his company drilled gas wells. The major employers in Greene County are Walmart Logistics, with 1,000 employees; SumiRiko Tennessee, a manufacturer of automotive hose products with 1,000 employees; and Parker Hannifin, a manufacturer of steering gears (9).

Sullivan County's highest paying industry is utilities with an annual income of \$84,318, twice the median income of \$43,442. The highest paying industry in the city of Kingsport is the management of companies. The industry's annual income is \$109,375, which is more than twice the median income of \$40,100. According to the website, Top Employers in Kingsport, TN (14), Kingsport and Sullivan County's major employers are Eastman Chemical Company; Dontar, a paper manufacturing company; Ballad Health, a regional health and wellness company; and BAE Systems, a federal munitions contractor. Scouting experience tells the author that Eastman Chemical Company and its employees have been major supporters of Scouts BSA in the Sequoyah Council.

Washington County, Tennessee's highest paying industry is mining, quarry, oil and gas, with an annual income of \$86,336, almost twice the median income of \$46,752. However, the top employers are Ballad Health with over 3,500 employees; East Tennessee State University with over 2,300 employees; Citi Commerce Solutions with over 1,900 employees; and James H. Quillen VA Center with over 1,500 employees (8).

The results of the questionnaire, the data from the US Census Bureau and the data on major industries in each locality have been analyzed. The time has come to combine the analysis of this data with the key factors drawn from the literature to identify the awesome secrets to Cub Scout retention.

CHAPTER V

SUMMARY

With the populations of sixteen of nineteen localities declining in the last nine years, logic would indicate that the number of Cub Scouts would decline proportionately. Such has not been the case. With most packs showing growth during the period beginning September 2016 through December 2018, the growth in the number of Cub Scouts does not reflect the declining populations of most localities. The reader can see in Appendix K that the industries with the highest incomes in eleven of nineteen localities nearly double or triple the median incomes for those localities. Therefore, financial issues do not seem to be a barrier to retention.

When comparing the literature referenced in Chapter II, and the results of the Sequoyah Council's pack retention and the questionnaire completed by some of the highest retention rate units in the council, the reader can identify some common threads. The first common thread is providing good information to Scouting families. The Cub Scout Retention Toolbox (6) suggests introducing families to websites such as www.beascout.org/welcome. Several forms of communication were also identified as being used by the packs who responded to the questionnaire. Those forms include but are not limited to text, email, social media, Instant Messenger, and telephone. One Cubmaster mentioned using a one call system to disseminate information to Cub Scout families.

A second common thread is the importance of having trained Cub Scout leaders. In addition to leaders being trained in youth protection, most of the Cubmasters responding to the questionnaire indicated that they and most of their den leaders have been trained for their

respective positions. All of them have had Youth Protection Training. Seven of the Cubmasters have completed BALOO and half of the respondents have completed Wood Badge training. Having trained leaders adds to the quality of the program as well as enhances retention. The article references Unit Commissioners as good sources of information and training on a bimonthly basis.

An issue discussed in the article and a question on the questionnaire concerned the involvement of the charter organization with the pack. The article promotes having a good relationship with the charter organization and the pack committee. Eight of twelve Cubmasters indicated that their charter organizations and pack committees are very involved with the packs. Cubmasters need to keep the committee and the charter organization informed of the packs' activities, although members of the charter organization may not realize the importance of their knowing.

The Black Hawk Council encourages Cub Scouts to participate in district and council level activities. Seven of twelve Cubmasters indicated that over half of their Cub Scouts attend meetings regularly. However, over half of the Cubmasters indicated that their Cub Scouts do not attend district activities. Observations of Cub Scouts in the Breaks District reveal that they are often involved in other activities outside of Scouting during times that district activities take place. District events usually occur on the weekends, primarily on Saturdays.

Cubmaster David Aragon (4) believes in the importance of an outdoor program. While many people believe an outdoor program is about camping, that is not all that it is. An outdoor program can be a day hike, a community service project that takes place outdoors, or a day of

outdoor activities, such as a bicycle rodeo or various games. At least half of the Cubmasters who responded to the questionnaire indicated that their packs participate in community service projects and family day activities.

A sixth thread found in the literature and in the questionnaire is the importance of advancement. Cub Scouts like to be recognized, and love to show off the adventure belt loops and other awards that they earn. They like people asking about their awards and patches and badges of rank. Receiving an adventure belt loop at a pack meeting can motivate a Cub Scout to want to complete more adventures.

A final common thread that Bill Ellis wrote about is the ability to combine activities that Cub Scouts participate in outside of Scouting with those they participate in as a part of Scouting. The pack's leadership allowing a Cub Scout to receive credit for the activities he is involved in outside of Scouting means that the pack supports the Cub Scout, even outside of the Scouting program.

So, what are the awesome secrets for successful Cub Scout retention?

1. Have a charter organization and a pack committee that actively support the pack and its activities.
2. Have a dedicated Cubmaster and den leaders who are well trained in order to provide a high quality program for Cub Scouts. Cub Scout leaders need to be encouraged to participate in training opportunities such as BALOO and Wood Badge. Unit Commissioners can also play a role in training leaders by being available to answer questions and provide support for Cub Scout leaders.

3. Have a good system of communication between pack leadership and Cub Scout families. Use several methods of communication, such as telephone, text, email, Instant Message, and social media. Provide a calendar of the pack's activities that is distributed on a regular basis. The annual planning meeting is a good time to start developing the pack calendar with information about meetings and activities. The more notice that families have about upcoming activities, the more likely they are to participate in activities.
4. Plan activities for Cub Scouts that are simple, fun, and keep youth interested and ready for more. Cub Scouts of all ages want to be active, and the more the pack leadership give them, the more they want. Although Cub Scouts may not participate in district activities, they may be able to participate in the pack's activities. The pack can control the timing of its activities while it may not be able to control the timing of the district activities.
5. Find out what parents' and caretakers' talents and interests are and engage parents and caretakers in the pack's activities. While some adults are not inclined to volunteer to participate in the pack's activities, they will gladly help when their talents and abilities are called for.
6. Reward Cub Scouts for their accomplishments often and immediately. Recognize new Cub Scouts as soon as they earn the Bobcat rank. Recognize Cub Scouts when they complete adventures by presenting their belt loops or activity pins. When youth complete the required adventures for their ranks, present their rank patches to them. Celebrate Arrow of Light Scouts when they cross over to a Scouts BSA troop to begin the next step on the Scouting trail.

7. Finally, each pack should have a plan for leader succession. Typically, Cub Scout leaders, Cubmasters in particular, tend to move on when their children cross over to Scouts BSA. The pack committee needs to identify a successor as early as possible so the new Cubmaster has the opportunity to learn from his/her predecessor and to prepare for the new responsibility.

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APPENDIX A

Cub Scout Retention Questionnaire

Pack _____ District _____ Cubmaster _____

Who is your Charter Organization? _____

1. How long have you been Cubmaster for your pack?

Less than one year

2 to 5 years

5 to 10 years

More than 10 years

2. How long were you involved with your pack before becoming Cubmaster?

Not involved except as parent of a Cub Scout

Less than one year

1 to 2 years

2 to 5 years

3. What other positions have you held with your pack?

None

Lion Leader

Tiger Leader

Den Leader

Webelos Leader

Committee Member

4. What Cub Scout level training have you completed? Check all that apply.

Youth Protection Training

Cubmaster Specific

Position Specific

BALOO

Wood Badge Training

5. How many adults on the pack's charter who have direct contact with youth have completed training for their specific positions?

Zero

One

2 to 4

5 to 7

More than 7

6. Is your Pack located in a primarily rural area, in an urban area, or within the corporate limits of a city or town?

- Rural Area
- Within limits of city or town
- Part of an urban area

7. Please explain how involved your Charter Organization and your Pack Committee are with your pack.

- Not involved
- Somewhat involved
- Very Involved

8. What are the sources of funding for your pack? Please check all that apply.

- Annual popcorn and expo ticket sales
- Other pack fundraisers
- Dues/membership fees paid by members
- Families pay registration fees for activities
- Funds provided by charter organization
- Funds provided by other sources

9. Please explain the attendance of your Cub Scouts at den and pack meetings.

- 25% or less of members attend meetings regularly
- 26-50% of members attend meetings regularly
- 51-75% of members attend meetings regularly
- Over 75% of members attend meetings regularly

10. Please describe the attendance of your Cub Scouts at district activities.

- 25% or less of members attend district activities regularly
- 26-50% of members attend district activities regularly
- 51-75% of members attend district activities regularly
- Over 75% of members attend district activities regularly

11. In what activities beyond weekly den meetings and pack meetings does your pack participate each year?

- Cub Scout and family day activities
- District Cub Scout camping/outdoor activities
- District Cub Scout activities such as Pinewood Derby or Raingutter Regatta
- Community service projects
- Community activities such as parades, festivals, etc.

12. Please describe the involvement of your Cub Scouts' parents in your pack's activities in addition to being den leaders.

- Most parents are not involved in activities
- Some parents will help with activities if asked
- Some parents stop bringing their Cub Scouts when asked to help with an activity
- Some parents involved in planning activities
- Some parents are willing to do whatever needs to be done

13. Please give examples of community service in which your pack participates each year. Please check all that apply.

- Projects for charter organization
- Projects for local churches and/or schools
- Projects within the community
- Scouting for Food
- Conservation projects within the community

14. How often does your pack participate in community service activities?

- At least four times per year
- Three times per year
- Twice per year
- Once per year

15. Besides school, do your Cub Scouts participate in any other activities in addition to Scouting? Check all that apply.

- No
- Church youth group activities
- Community sports activities
- 4-H activities
- Boys and Girls Club activities
- Band or music activities
- Other youth oriented activities in the community

16. What percentage of your pack advances at least one level during each school year? Please include those earning the Bobcat rank.

- Less than 25%
- 26-50%
- 51-75%
- More than 75%

17. How often do you communicate with your unit commissioner?

- At least once per month
- At least every two months
- Once every three months
- Maybe twice a year
- I don't know who my unit commissioner is.

18. Who initiates contact between you and the unit commissioner?

- I contact my unit commissioner.
- My commissioner contacts me.
- We both contact the other.
- We do not communicate at all.

19. By what means do you communicate with your pack's families?

- Telephone
- Email
- Instant Messenger
- Text
- Social Media

Your Pack has been identified as having one of the highest retention rates in your district. Please explain why you think your youth continue to participate in Scouting.

APPENDIX B

Respondents' Comments on Questionnaire

This section provides some of the comments that respondents added to the questionnaires.

“My pack has grown because of the den leaders. I have very energetic leaders that are willing to do what it takes to make each den stronger. They promote pack meetings and activities (previously pack meetings and activities were lack luster and unorganized). Our pack meetings and activities have a growth in attendance.

“Our committee voted and decided to strongly encourage online training, so our leaders trained themselves. We have 4 or 5 leaders that joined in November and December who have completed YPT, but not position specific yet.”

“It has taken a lot of support and man hours within the active adults to improve morale and participation, but our attendance, participation, and growth reflect the improvements and efforts.”

“My husband is Cubmaster; I am a CC; we share the responsibility. We run the program the way BSA suggests. We have LOTS of outings and service projects. We hold monthly committee/leader meetings, and recruit and keep a strong pack committee with diverse people. We require all of our leaders to be at least position specific trained within 90 days of registering.

“We push hard for fundraising, and make them worth doing by giving 10% of sales to scout accounts, doing weekly prize boxes, den level prizes, etc.”

“We make good communication a top priority by publishing an annual calendar @ the beginning of the scout year, monthly printouts, 3-month calendars, and weekly notes by text, on FB page and pack website.”

“The youth come because it’s fun, the parents come because it’s organized, and we teach the values. FUN with a PURPOSE.”

“Our pack and troop have a Fisharee every spring and give away lots of prizes. We take our boys and their families on the event which is our last meeting of the year. We raise money throughout the year to pay to have the stream stocked, but we also purchase prizes that all the kids want, such as caps, hiking sticks, sleeping bags, back packs, tents and so forth. If the boys don’t help raise money, they have to pay to attend the Fisharee.”

“We are a family. We care for one another and we all work together for our boys. The boys tell us what activities they are interested in. Then we implement that into our program and requirements.”

“We use a one call system called Dial My Calls to distribute information to families prior to each meeting and activity. A message can be set up on the Dial My Calls website in about five minutes, then can be distributed to families at a set time by telephone and by email. Everybody receives the same information and saves the Cubmaster and den leaders from having to make several time consuming telephone calls.”

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APPENDIX C

Sequoyah Council Cub Scout Retention
and Cub Scout Retention Change

Sequoyah Council Cub Scout Retention

District	September-16		October-16		November-16		December-16	
	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults
Breaks	370	111	384	118	387	122	436	143
Buffalo Mountain	994	317	1027	327	1031	327	1047	329
Nolachuckey	689	366	716	231	730	230	799	238
Overmountain	809	375	868	383	926	406	958	415
Wilderness Road	1081	488	1149	516	1184	521	1324	530
Council	3943	1657	4144	1575	4258	1606	4564	1655

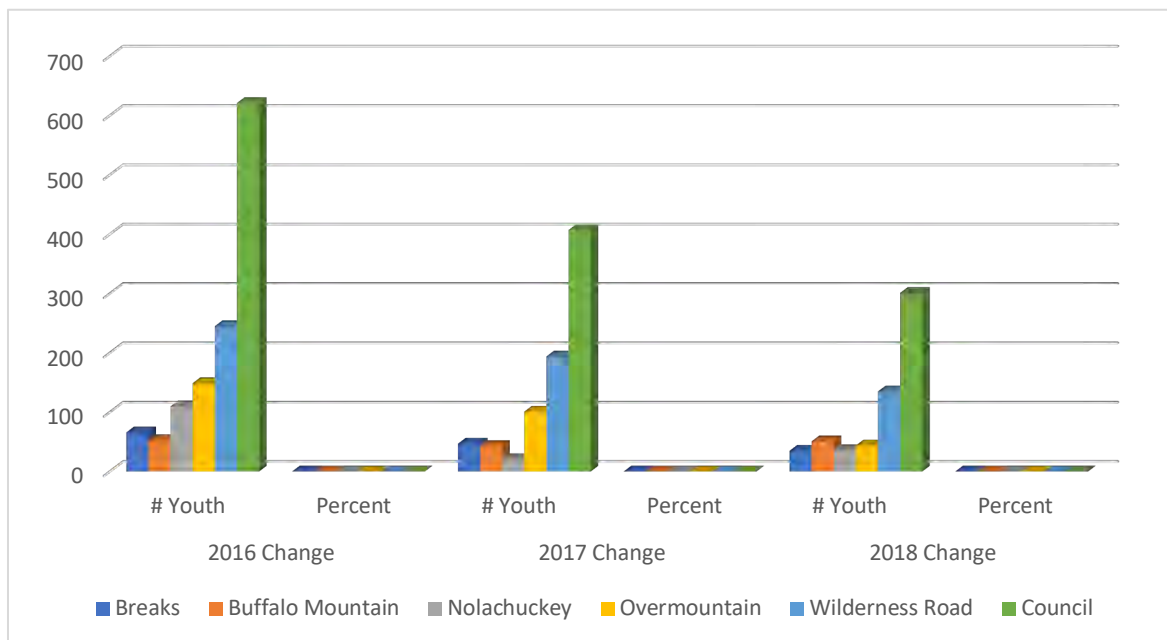
District	September-17		October-17		November-17		December-17	
	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults
Breaks	308	113	322	115	327	120	352	133
Buffalo Mountain	943	323	1000	324	968	320	986	329
Nolachuckey	594	195	607	194	606	199	625	202
Overmountain	808	339	844	344	894	361	910	369
Wilderness Road	1038	420	1223	471	1248	486	1233	496
Council	3689	1390	3996	1448	4023	1486	4096	1529

District	September-18		October-18		November-18		December-18	
	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults
Breaks	259	102	277	104	291	109	294	109
Buffalo Mountain	805	315	828	381	849	313	856	317
Nolachuckey	548	197	555	198	562	199	584	205
Overmountain	683	305	724	317	725	322	727	315
Wilderness Road	997	423	1082	464	1103	477	1132	485
Council	3292	1342	3466	1464	3530	1420	3593	1431

Sequoyah Council Cub Scout Retention Change

District	2016 Change		2017 Change		2018 Change	
	# Youth	Percent	# Youth	Percent	# Youth	Percent
Breaks	66	17%	47	14%	35	17%
Buffalo Mountain	53	5%	43	4%	51	5%
Nolachuckey	110	16%	21	5%	36	16%
Overmountain	149	18%	101	13%	44	18%
Wilderness Road	245	22%	194	18%	135	22%
Council	621	16%	407	11%	301	16%

Sequoyah Council Cub Scout Retention Change



Source: Data provided by Erica Audette-Shotwell. Sequoyah Council, Boy Scouts of America. 11/19/2019

APPENDIX D

Breaks District Cub Scout Retention
and Cub Scout Retention Change

Breaks District Cub Scout Retention

Unit	September-16		October-16		November-16		December-16	
	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults
Pack 119	34	7	29	7	31	7	32	8
Pack 239	71	18	79	18	79	18	79	18
Pack 412	39	7	40	7	35	8	37	9
Pack 725	28	7	30	7	30	7	30	7
Pack 731	6	4	6	4	6	4	6	4
Pack 741	7	4	7	4	7	4	7	4
Pack 742	14	6	14	7	14	7	12	5
Pack 747	31	6	31	6	31	6	31	6
Pack 752	25	6	26	6	27	6	27	6
Pack 755	22	6	23	10	23	10	23	10

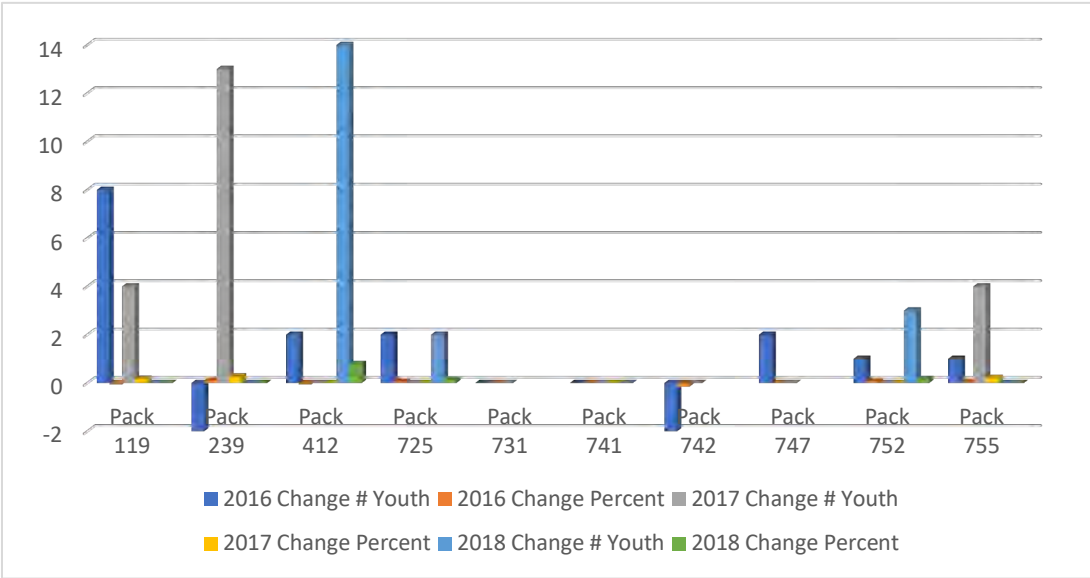
Unit	September-17		October-17		November-17		December-17	
	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults
Pack 119	23	4	25	4	25	4	27	4
Pack 239	47	12	59	12	60	12	60	12
Pac, 412	30	9	30	11	30	11	30	11
Pack 725	27	6	27	6	27	6	27	6
Pack 731	Pack did not recharter.							
Pack 741	2	3	2	3	2	3	2	3
Pack 742	Pack did not recharter.							
Pack 747	Pack did not recharter.							
Pack 752	21	7	21	7	21	7	21	7
Pack 755	19	7	19	7	19	7	23	9

Unit	September-18		October-18		November-18		December-18	
	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults
Pack 119	37	3	37	3	37	3	37	3
Pack 239	47	9	47	9	47	9	47	9
Pack 412	18	11	32	13	32	13	32	13
Pack 725	14	5	14	5	16	5	16	5
Pack 731	Pack did not recharter.							
Pack 741	Pack did not recharter.							
Pack 742	Pack did not recharter.							
Pack 747	Pack did not recharter.							
Pack 752	19	7	22	7	22	7	22	7
Pack 755	20	5	20	5	20	5	20	5

Breaks District Cub Scout Retention Change

Unit	2016 Change		2017 Change		2018 Change	
	# Youth	Percent	# Youth	Percent	# Youth	Percent
Pack 119	8	-6%	4	17%	0	0
Pack 239	-2	11%	13	27%	0	0
Pack 412	2	-6%	0	0	14	78%
Pack 725	2	7%	0	0	2	14%
Pack 731	0	0	Pack did not recharter.			
Pack 741	0	0	0	0	Did not recharter.	
Pack 742	-2	-15%	Pack did not recharter.			
Pack 747	2	0	Pack did not recharter.			
Pack 752	1	8%	0	0	3	16%
Pack 755	1	4%	4	21%	0	0

Breaks District Cub Scout Retention Change



Source: Data provided by Erica Audette-Shotwell. Field Director, Boy Scouts of America 11/19/2019.

APPENDIX E

Buffalo Mountain District Cub Scout Retention
and Cub Scout Retention Change

Buffalo Mountain District Cub Scout Retention

Unit	September-16		October-16		November-16		December-16	
	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults
Pack 4	14	3	14	3	14	3	17	4
Pack 23	35	9	41	11	41	11	41	11
Pack 25	64	6	69	6	69	6	69	6
Pack 28	62	8	66	8	66	8	66	8
Pack 35	60	9	60	12	60	12	60	12
Pack 37	50	8	47	9	47	9	47	9
Pack 62	Pack had not chartered yet.							
Pack 112	14	5	14	5	14	5	14	5
Pack 130	68	21	68	25	68	25	68	25
Pack 131	8	3	6	3	6	3	6	3
Pack 135	32	9	32	9	32	9	32	9
Pack 138	22	4	22	4	22	4	22	4
Pack 237	14	3	14	3	14	3	14	3
Pack 238	49	4	49	4	51	4	59	4
Pack 240	59	12	70	15	70	15	70	15
Pack 245	36	8	35	6	35	6	35	6
Pack 311	5	6	5	6	7	6	9	6
Pack 516	105	10	107	10	107	10	107	10

Unit	September-17		October-17		November-17		December-17	
	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults
Pack 4	16	2	16	2	16	2	16	2
Pack 23	42	5	43	5	43	5	43	5
Pack 25	71	7	74	7	74	7	74	7
Pack 28	43	11	49	12	26	10	26	10
Pack 35	72	11	76	12	76	12	76	12
Pack 37	48	5	49	5	49	5	49	5
Pack 62							10	8
Pack 112	3	3	3	3	3	3	3	3
Pack 130	65	20	65	20	66	20	59	23

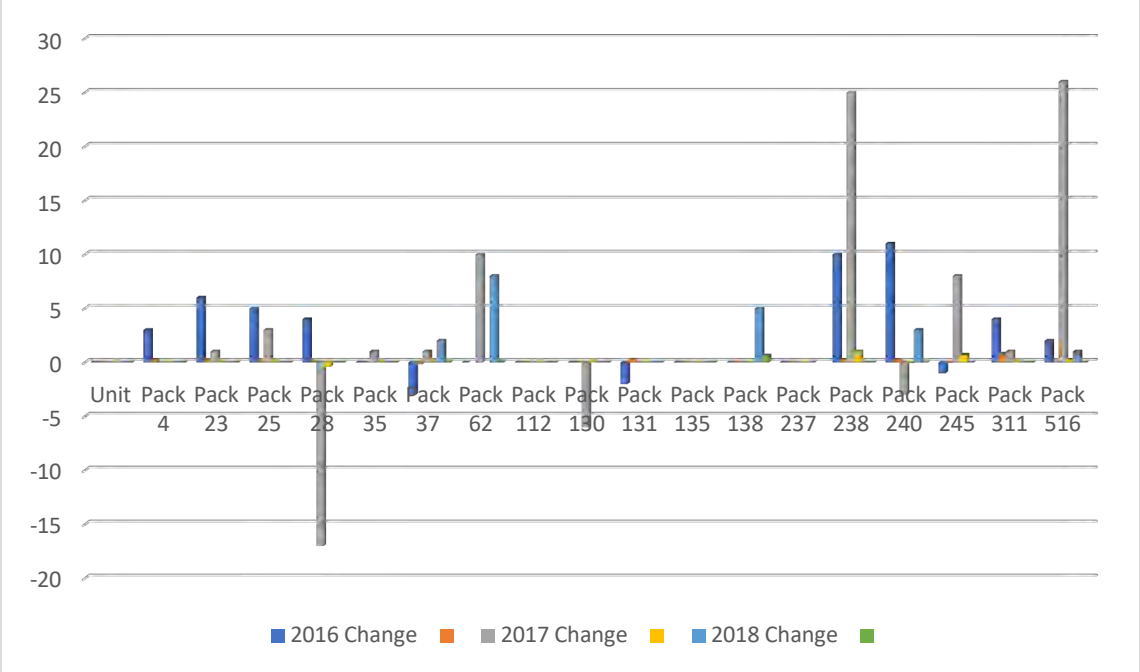
Pack 131	6	3	6	3	6	3	6	3
Pack 135	30	8	30	8	30	8	30	6
Pack 138	24	4	24	4	24	4	24	4
Pack 237	6	3	6	3	6	3	6	3
Pack 238	25	4	25	4	25	4	50	4
Pack 240	55	12	63	13	52	12	52	13
Pack 245	11	3	19	3	19	4	19	4
Pack 311	11	8	12	9	12	9	12	9
Pack 516	111	12	137	12	137	12	137	12

Unit	September-18		October-18		November-18		December-18	
	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults
Pack 4	8	2	8	2	8	2	8	2
Pack 23	46	4	46	43	46	4	46	4
Pack 25	64	10	64	35	64	10	64	10
Pack 28	40	10	40	11	40	11	40	11
Pack 35	64	12	64	12	64	12	64	12
Pack 37	37	9	39	8	39	8	39	8
Pack 62			23	8	31	8	31	8
Pack 112	9	8	Pack did not recharter.					
Pack 130	50	15	52	15	52	15	50	15
Pack 131	6	3	6	3	6	3	6	3
Pack 135	35	6	35	6	35	6	35	6
Pack 138	8	4	8	4	8	4	13	4
Pack 237	Pack did not recharter.							
Pack 238	10	4	10	4	10	4	10	4
Pack 240	65	15	68	15	68	15	68	15
Pack 245	Pack did not recharter.							
Pack 311	13	10	13	10	13	9	13	9
Pack 516	91	10	92	10	92	10	92	10

Buffalo Mountain District Cub Scout Retention Change

Unit	2016 Change		2017 Change		2018 Change	
	# Youth	Percent	# Youth	Percent	# Youth	Percent
Pack 4	3	21%	0	0%	0	0%
Pack 23	6	17%	1	2%	0	0%
Pack 25	5	7%	3	4%	0	0%
Pack 28	4	6%	-17	-40%	0	0%
Pack 35	0	0%	1	5%	0	0%
Pack 37	-3	-16%	1	2%	2	5%
Pack 62	Not yet chartered.		10		8	8%
Pack 112	0	%	0	0%	0	0%
Pack 130	0	%	-6	10%	0	0%
Pack 131	-2	25%	0	0%	0	0%
Pack 135	0	0%	0	0%	0	0%
Pack 138	0	0%	0	0%	5	63%
Pack 237	0	0%	0	0%	Did not recharter.	
Pack 238	10	20%	25	100%	0	0%
Pack 240	11	19%	-3	-6%	3	4%
Pack 245	-1	-3%	8	72%	Did not recharter.	
Pack 311	4	80%	1	9%	0	0%
Pack 516	2	2%	26	23%	1	1%

Buffalo Mountain District Cub Scout Retention Change



Source: Data provided by Erica Audette-Shotwell. Field Director, Boy Scouts of America 11/19/2019.

APPENDIX F

Nolachucky District Cub Scouts Retention
and Cub Scout Retention Change

Nolachucky District Cub Scouts Retention

Unit	September-16		October-16		November-16		December-16	
	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults
Pack 93	74	22	75	24	75	25	76	24
Pack 94	101	9	102	9	102	9	102	9
Pack 96	16	5	16	5	16	7	17	7
Pack 98	20	9	21	10	21	10	21	10
Pack 99	39	15	40	17	40	17	39	17
Pack 100	89	18	89	18	92	19	94	22
Pack 198	26	7	25	7	28	8	25	8
Pack 393	35	7	35	7	35	7	35	7
Pack 930	Pack had not chartered yet.							
Pack 960	Pack had not chartered yet.							
Pack 991	4	6	4	6	5	6	5	6

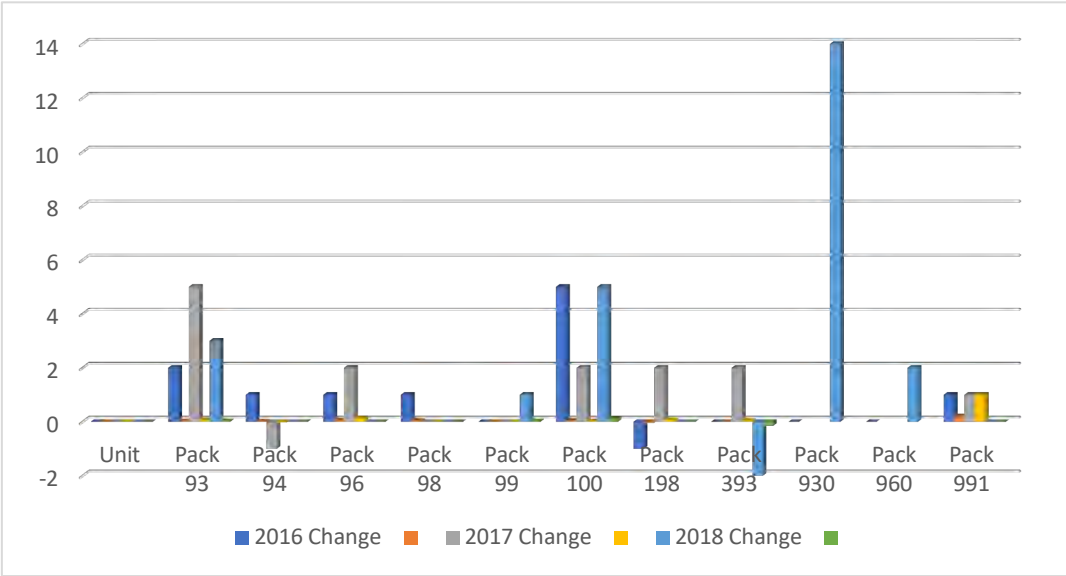
Unit	September-17		October-17		November-17		December-17	
	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults
Pack 93	65	22	70	20	70	24	70	24
Pack 94	84	8	83	8	83	8	83	8
Pack 96	15	6	17	6	17	6	17	6
Pack 98	19	6	19	6	19	6	19	6
Pack 99	46	13	46	13	46	13	46	13
Pack 100	74	20	76	21	76	21	76	21
Pack 198	25	7	25	7	25	7	27	10
Pack 393	39	11	41	11	41	11	41	11
Pack 930	Pack had not chartered yet.							
Pack 960	Pack had not chartered yet.							
Pack 991	1	7	2	7	2	7	2	7

Unit	September-18		October-18		November-18		December-18	
	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults
Pack 93	79	22	79	22	82	23	82	23
Pack 94	51	6	51	6	51	6	51	6
Pack 96	23	6	23	6	23	6	23	6
Pack 98	27	11	27	11	27	11	27	11
Pack 99	36	14	36	15	37	15	37	15
Pack 100	42	15	45	13	46	13	47	13
Pack 198	17	9	17	9	17	9	17	9
Pack 393	14	8	14	8	14	8	12	8
Pack 930	Pack had not chartered yet.						14	5
Pack 960	Pack had not chartered yet.						2	1
Pack 991	5	6	5	6	5	6	5	6

Nolachucky District Cub Scout Retention Change

Unit	2016 Change		2017 Change		2018 Change	
	# Youth	Percent	# Youth	Percent	# Youth	Percent
Pack 93	2	2%	5	7%	3	3%
Pack 94	1	1%	-1	-2%	0	0%
Pack 96	1	6%	2	13%	0	0%
Pack 98	1	5%	0	0%	0	0%
Pack 99	0	0%	0	0%	1	3%
Pack 100	5	5%	2	2%	5	12%
Pack 198	-1	-4%	2	8%	0	0%
Pack 393	0	0%	2	5%	-2	-15%
Pack 930	Pack had not chartered yet.				14	
Pack 960	Pack had not chartered yet.				2	
Pack 991	1	20%	1	100%	0	0%

Nolachucky District Cub Scout Retention Change



Source: Erica Audette-Shotwell, Field Director, Sequoyah Council Boy Scouts of America 11/19/2020

APPENDIX G

Overmountain District Cub Scout Retention
and Cub Scout Retention Change

Overmountain District Cub Scout Retention

Unit	September-16		October-16		November-16		December-16	
	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults
Pack 5	47	5	59	6	62	6	63	6
Pack 8	43	6	43	6	43	6	43	6
Pack 9	36	6	48	6	50	6	50	6
Pack 10	20	3	20	6	20	7	20	7
Pack 15	6	2	6	2	6	2	6	2
Pack 19	26	13	26	14	26	16	26	16
Pack 20	69	15	69	15	70	15	72	15
Pack 21	Pack had not chartered yet.				14	3	14	3
Pack 74	31	5	33	5	33	5	33	5
Pack 76			26	5	28	5	31	6
Pack 77	Pack had not chartered yet.						10	7
Pack 107	25	3	26	5	26	5	26	5
Pack 109	25	9	25	9	25	9	25	9
Pack 113	40	9	40	11	40	11	40	11
Pack 117	11	5	20	5	20	5	20	5
Pack 121	25	11	25	11	25	11	25	11
Pack 160	43	18	43	20	43	20	44	20
Pack 208	16	8	20	8	20	8	20	9
Pack 215	10	3	10	3	17	3	17	3
Pack 304	8	0	8	0	8	0	8	0
Pack 423	9	1	9	1	9	1	9	1

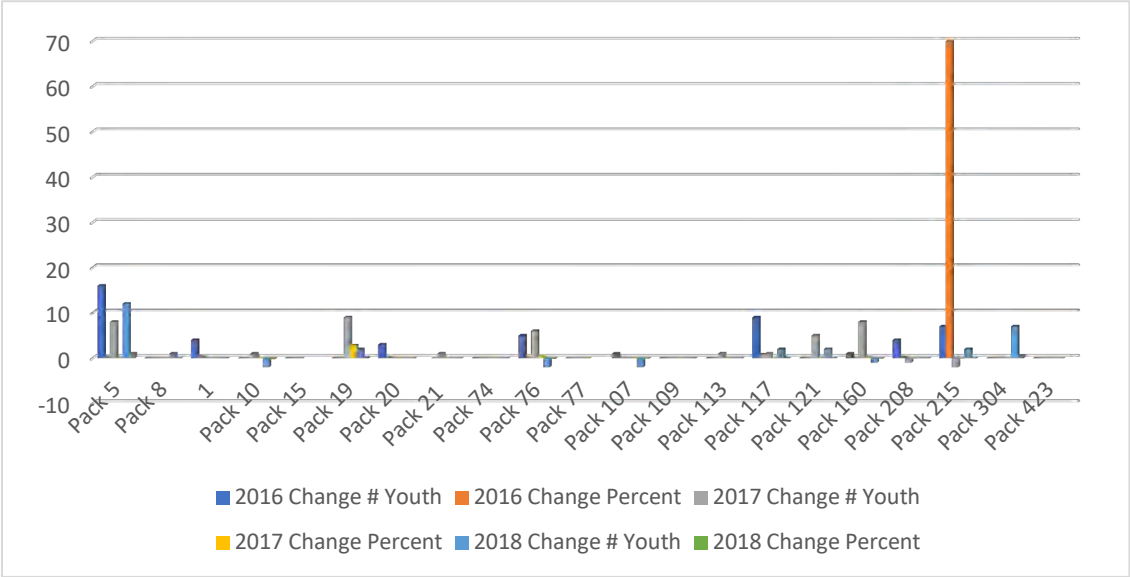
Unit	September-17		October-17		November-17		December-17	
	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults
Pack 5	65	7	72	7	73	7	73	7
Pack 8	35	6	35	6	35	6	35	6
Pack 9	41	4	41	4	41	4	41	4
Pack 10	21	8	21	8	21	8	22	9
Pack 15	Pack did not recharter.							
Pack 19	5	6	10	6	12	6	14	6
Pack 20	46	9	46	8	46	8	46	11
Pack 21					17	4	18	4
Pack 74	33	7	33	7	33	7	33	7
Pack 76	14	7	20	7	20	7	20	7
Pack 77	10	7	10	7	10	7	10	7
Pack 107	20	3	20	3	20	3	20	3
Pack 109	Pack had not chartered yet.				15	5	15	5
Pack 113	36	9	37	11	37	11	37	11
Pack 117	48	9	49	9	49	9	49	9
Pack 121	28	8	30	8	33	10	33	11
Pack 160	28	17	40	20	40	20	36	20
Pack 208	19	6	20	7	19	7	18	8
Pack 215	33	5	33	5	33	5	31	5
Pack 304	27	0	27	0	27	0	27	0
Pack 423	10	1	10	1	10	1	10	1

Unit	September-18		October-18		November-18		December-18	
	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults
Pack 5	12	4	26	4	26	4	24	4
Pack 8	19	7	19	7	20	7	20	7
Pack 9	25	6	25	6	25	6	25	6
Pack 10	11	4	9	4	9	4	9	4
Pack 15	Pack did not recharter.							
Pack 19			11	5	13	6	13	6
Pack 20	43	9	43	9	43	9	43	9
Pack 21	18	4	18	4	18	4	18	4
Pack 74	29	5	29	6	29	6	29	6
Pack 76	21	7	21	7	19	6	19	6
Pack 77	Pack did not recharter.							
Pack 107	30	0	31	2	31	2	28	2
Pack 109	14	5	14	5	14	5	14	5
Pack 113	47	9	47	11	47	11	47	11
Pack 117	33	8	33	8	34	9	35	10
Pack 121	33	9	35	9	35	9	35	9
Pack 160	15	10	15	10	15	10	14	10
Pack 208	11	8	11	8	11	8	11	8
Pack 215	35	6	37	7	37	7	37	7
Pack 304	13	2	21	2	21	2	20	2
Pack 423	Pack did not recharter.							

Overmountain District Cub Scout Retention Change

Unit	2016 Change		2017 Change		2018 Change	
	# Youth	Percent	# Youth	Percent	# Youth	Percent
Pack 5	16	34%	8	12%	12	100%
Pack 8	0	0	0	0	1	5%
1	4	39%	0	0	0	0
Pack 10	0	0	1	4%	-2	-19%
Pack 15	0	0	Pack did not recharter.			
Pack 19	0	0	9	280%	2	18%
Pack 20	3	25%	0	0	0	0
Pack 21		0	1	5%	0	0
Pack 74	0	0	0	0%	0	0
Pack 76	5	6%	6	42%	-2	-10%
Pack 77	0	0	0	0%		
Pack 107	1	4%	0	0%	-2	-7%
Pack 109	0	0	0	0%	0	0
Pack 113	0	0	1	3%	0	0
Pack 117	9	82%	1	2%	2	6%
Pack 121	0	0	5	17%	2	6%
Pack 160	1	2%	8	28%	-1	-7%
Pack 208	4	25%	-1	-6%	0	0
Pack 215	7	70	-2	-7%	2	6%
Pack 304	0	0%	0	0%	7	54%
Pack 423	0	0%	0	0%	Did not recharter.	

Overmountain District Cub Scout Retention Change



Source: Data provided by Erica Audette-Shotwell, Field Director, Sequoyah Council Boy Scouts of America 11/19/2019.

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APPENDIX H

Wilderness Road Cub Scout Retention
and Cub Scout Retention Change

Wilderness Road Cub Scout Retention

Unit	September-16		October-16		November-16		December-16	
	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults
Pack 49	52	12	54	15	54	15	54	15
Pack 54	31	5	35	5	35	5	34	5
Pack 84	51	13	52	13	52	13	52	13
Pack 86	13	4	15	4	15	4	15	4
Pack 151	13	4	13	4	13	4	13	4
Pack 152	12	13	15	13	15	13	15	14
Pack 153	18	12	18	12	18	12	18	12
Pack 156	22	3	22	3	22	3	22	3
Pack 157	36	12	36	12	40	12	40	12
Pack 166	Pack did not recharter.							
Pack 170	34	7	38	7	38	7	38	11
Pack 184	5	4	5	4	5	4	16	4
Pack 226	Pack did not recharter.							
Pack 250	52	6	53	6	53	6	56	7
Pack 252			33	7	33	7	33	7
Pack 348	75	19	77	20	77	20	77	20
Pack 385	23	10	23	10	23	10	24	11
Pack 387	18	9	22	10	22	10	22	12
Pack 394	33	4	36	10	36	10	36	10
Pack 603	72	15	75	19	75	19	75	19
Pack 604	51	6	52	6	52	6	52	6

Unit	September-17		October-17		November-17		December-17	
	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults
Pack 49	54	14	54	15	54	15	54	15
Pack 54	13	4	18	4	19	11	19	12
Pack 84	64	12	70	13	72	13	69	13
Pack 86	22	6	22	6	24	6	35	6
Pack 151	16	7	16	7	18	8	18	8
Pack 152	11	12	11	12	12	12	12	14

Pack 153	Pack did not recharter.							
Pack 156	15	3	15	3	15	3	15	3
Pack 157	21	9	22	9	22	9	22	9
Pack 166	Pack did not recharter.							
Pack 170	48	11	48	11	48	11	48	11
Pack 184	14	4	14	4	14	4	14	4
Pack 226	Pack did not recharter.							
Pack 250	53	3	63	4	64	4	64	4
Pack 252	27	6	27	6	26	6	7	4
Pack 348	63	17	63	17	68	18	68	18
Pack 385	28	10	28	10	28	10	28	10
Pack 387	21	8	21	8	21	8	21	8
Pack 394	33	9	34	9	34	9	34	9
Pack 603	94	16	103	16	103	16	103	25
Pack 604	58	10	58	10	58	10	58	10

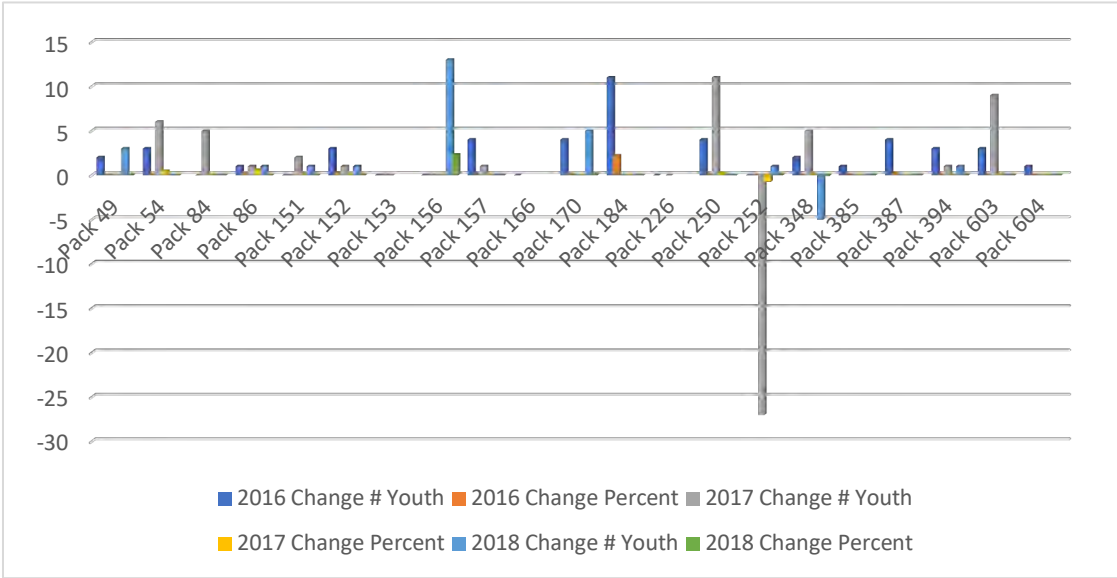
Unit	September-18		October-18		November-18		December-18	
	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults	# of Youth	# of Adults
Pack 49	42	14	42	18	43	18	45	18
Pack 54	18	10	18	10	18	10	18	10
Pack 84	47	12	47	13	47	13	47	14
Pack 86	39	10	40	10	40	10	40	10
Pack 151	15	6	15	6	16	6	16	6
Pack 152	14	15	15	15	15	15	15	15
Pack 153	Pack did not recharter.							
Pack 156	10	3	10	3	10	3	23	3
Pack 157	17	8	17	7	17	7	17	7
Pack 166	Pack did not recharter.							
Pack 170	42	9	42	9	42	14	47	14
Pack 184	6	4	6	4	6	4	6	4
Pack 226	Pack did not recharter.							
Pack 250	56	7	56	7	56	7	56	7
Pack 252	11	4	12	4	12	4	12	4
Pack 348	69	17	69	17	69	17	64	17

Pack 385	37	10	37	12	37	12	37	12
Pack 387	17	7	17	7	17	7	17	7
Pack 394	40	7	41	7	41	7	41	7
Pack 603	117	17	117	17	117	17	117	17
Pack 604	35	6	35	6	35	6	35	6

Wilderness Road Cub Scout Retention Change

Unit	2016 Change		2017 Change		2018 Change	
	# Youth	Percent	# Youth	Percent	# Youth	Percent
Pack 49	2	3%	0	0	3	7%
Pack 54	3	9%	6	46%	0	0
Pack 84		1%	5	7%	0	0
Pack 86	1	15%	1	59%	1	3%
Pack 151	0	0%	2	12%	1	6%
Pack 152	3	25%	1	9%	1	7%
Pack 153	0	0%	Pack did not recharter.			
Pack 156	0	0%	0	0%	13	230%
Pack 157	4	11%	1	4%	0	0%
Pack 166	Pack did not recharter.					
Pack 170	4	11%	0	0%	5	12%
Pack 184	11	220%	0	0%	0	0%
Pack 226	0		Pack did not recharter.			
Pack 250	4	7%	11	20%	0	0%
Pack 252	0	0%	-27	-75%	1	9%
Pack 348	2	2%	5	7%	-5	-8%
Pack 385	1	4%	0	0%	0	0%
Pack 387	4	22%	0	0%	0	0%
Pack 394	3	9%	1	3%	1	3%
Pack 603	3	4%	9	9%	0	0
Pack 604	1	1%	0	0%	0	0%

Wilderness Road District Cub Scout Retention



Source: Erica Audette-Shotwell. Field Director Sequoyah Council Boy Scouts of America 11/19/2019

APPENDIX I

United States Census Bureau Data
Cities and Counties within the Sequoyah Council

Locality	Population 2019	Population 2010	Median Income	Poverty Rate
Breaks District				
Buchanan County, Virginia	21,221	24,100	\$30,806	27.6%
Dickenson County, Virginia	14,523	15,887	\$29,226	25.2%
Russell County, Virginia	26,748	29,902	\$39,482	21.5%
Buffalo Mountain District				
Carter County, Tennessee	56,351	57,388	\$36,589	19.1%
Unicoi County, Tennessee	11,761	18,311	\$39,851	16.1%
Washington County, Tennessee	128,607	123,508	\$46,752	14.9%
Nolachucky District				
Greene County, Tennessee	69,087	68,805	\$40,138	15.1%
Hancock County, Tennessee	6,549	6,815	\$28,990	29.9%
Hawkins County, Tennessee	56,530	58,829	\$40,335	18.4%
Overmountain District				
Bristol, Virginia	16,482	17,139	\$37,904	20.5%
Smyth County, Virginia	30,472	32,204	\$40,425	20.4%
Washington County, Virginia	54,402	54,964	\$46,462	15.2%
Johnson County, Tennessee	17,778	18,240	\$34,151	20.7%
Sullivan County, Tennessee *	103,592	103,793	\$43,442	16.5%
Wilderness Road District				
Lee County, Virginia	23,541	25,583	\$32,718	24.8%
Norton, Virginia	3,968	3,993	\$28,071	20.8%
Scott County, Virginia	21,534	23,170	\$39,144	18.5%
Wise County, Virginia	38,012	41,450	\$38,345	25.4%
Kingsport, Tennessee *	54,076	53,007	\$40,100	20.6%
Hawkins/Sullivan/Washington, TN				

*US Census Bureau measures Kingsport's population with Sullivan County. For purposes of this dissertation, the population for Kingsport was deducted from Sullivan County's overall population count.

Source: US Census Bureau July 2019 Retrieved 12/30/2019

APPENDIX J

Highest Paying Industries in Sequoyah Council Localities and Cities

Locality	Highest Paying Industry	Annual Income
Breaks District		
Buchanan County, Virginia	Real Estate and Rental	\$70,417
Dickenson County, Virginia	Mining Quarry, Oil Gas Extraction	\$65,625
Russell County, Virginia	Mining, Quarry, Oil Gas Extraction	\$63,444
Buffalo Mountain District		
Carter County, Tennessee	Transportation, Warehousing	\$42,333
Unicoi County, Tennessee	Utilities	\$47,981
Washington County, Tennessee	Mining, Quarry, Oil Gas Extraction	\$86,336
Nolachucky District		
Greene County, Tennessee	Mining, Quarry, Oil Gas Extraction	\$47,206
Hancock County, Tennessee	Finance and Insurance	\$66,764
Hawkins County, Tennessee	Mining, Quarry, Oil Gas Extraction	\$44,000
Overmountain District		
Bristol, Virginia	Transportation Warehousing	\$74,297
Smyth County, Virginia	Utilities	\$77,904
Washington County, Virginia	Mining, Quarry, Oil Gas Extraction	\$113,125
Johnson County, Tennessee	Wholesale, Trade	\$43,125
Sullivan County, Tennessee	Utilities	\$84,318
Wilderness Road District		
Lee County, Virginia	Mining, Quarry, Oil Gas Extraction	\$70,096
Norton, Virginia	Mining, Quarry, Oil Gas Extraction	\$69,219
Scott County, Virginia	Arts, Entertainment, Recreation	\$132,803
Wise County, Virginia	Mining, Quarry, Oil Gas Extraction	\$65,854
Kingsport, Tennessee	Management of Companies	\$109,375

Source: <https://datausa.io/profile/geo/> for each Locality and City Retrieved 12/31/2019

APPENDIX K

Comparison of Median Income and Highest Paying Industries
in the Sequoyah Council

Locality	Median Income	Annual Income Highest Paying Industries
Breaks District		
Buchanan County, Virginia	\$30,806	\$70,417
Dickenson County, Virginia	\$29,226	\$65,625
Russell County, Virginia	\$39,482	\$63,444
Buffalo Mountain District		
Carter County, Tennessee	\$36,589	\$42,333
Unicoi County, Tennessee	\$39,851	\$47,981
Washington County, Tennessee	\$46,752	\$86,336
Nolachucky District		
Greene County, Tennessee	\$40,138	\$47,206
Hancock County, Tennessee	\$28,990	\$66,764
Hawkins County, Tennessee	\$40,335	\$44,000
Overmountain District		
Bristol, Virginia	\$37,904	\$74,297
Smyth County, Virginia	\$40,425	\$77,904
Washington County, Virginia	\$46,462	\$113,125
Johnson County, Tennessee	\$34,151	\$43,125
Sullivan County, Tennessee *	\$43,442	\$84,318
Wilderness Road District		
Lee County, Virginia	\$32,718	\$70,096
Norton, Virginia	\$28,071	\$69,219
Scott County, Virginia	\$39,144	\$132,803
Wise County, Virginia	\$38,345	\$65,854
Kingsport, Tennessee *	\$40,100	\$109,375
Hawkins/Sullivan/Washington, TN		

Sources: US Census Bureau July 2019 Retrieved 12/30/2019
<https://datausa.io/profile/geo> for each Locality and City Retrieved 12/31/2019