

CHARTING STRATEGIC CUB SCOUT GROWTH

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August 2020

Piedmont-Appalachian College of Commissioner Science

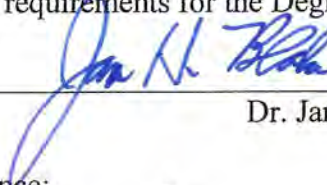
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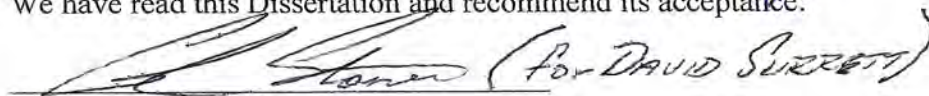
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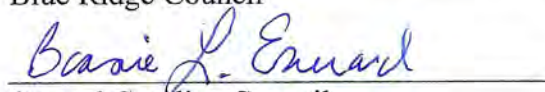


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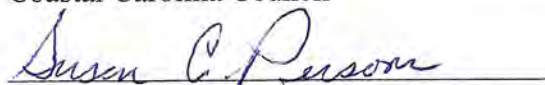
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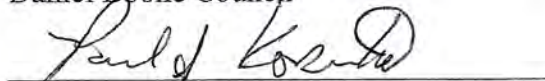
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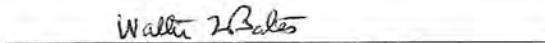
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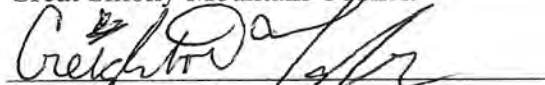
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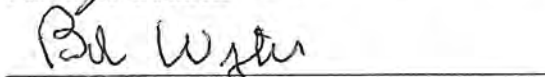
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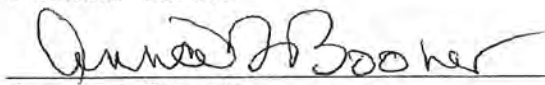
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Palmetto Council

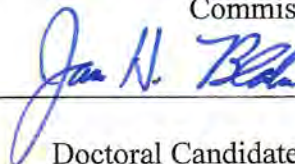


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ACKNOWLEDGEMENTS

My thanks are given to advisor Dr. James H. Blake for his support in completing this project. I would also like to thank to Anna Booher for her support and encouragement to finish the project. This project is designed around strategic Cub Scout growth. The reason for my emphasis is because of a missed opportunity in my youth to join a Cub Scout pack in my local community. Many thanks to my Scoutmaster, Gib Kohr, for taking the time to hold a middle school recruitment which is where I joined the Scouting program.

As the Scouting movement frequently changes in volunteer and professional leadership, the goal of this project is to help our leaders grow the program in the right areas while understanding the past history. Scouting is designed to be local – may we never stop trying to grow until ever young person has had the chance to join. I am so thankful that my 81-year old Scoutmaster took the time to recruit in an age group that usually yields very few new Scouts. Just like the Starfish Scoutmaster minutes points out, he made a difference in this life and for that I am forever grateful.

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ABSTRACT

This research paper is intended to be a guide to help membership volunteers and professional staff members of the Palmetto Council chart out Cub Scout membership growth. I started my project by collecting all of our membership data such as school district relationships, census data, unit trends and market analysis for all communities and putting it into one location. That location was a Google map where I developed layers to visualize the data. A map was a useful way to see how all of the factors/layers work together in identifying under-served Scouting areas.

In addition to identifying areas of opportunity, the data allowed us to see common trends on why units fail. The commissioner support team is a vital component to the success of every unit. Over the past six years our movement has made significant changes in our membership standards and policies. While many of our membership trends reflect those changes, you will also see that other similarities regarding unit health that can be supported by our commissioners and district committees.

Cub Scout membership growth in healthy units across our council will be our success as we continue to grow our movement. Starting a unit to meet a need can be good, but if the unit is not healthy, it will not last long. Having strong and healthy units supported by our district commissioner teams and committees helps ensure long-term success for units and our youth!

CHAPTER I

INTRODUCTION

This research paper is intended to be a guide to help membership volunteers and professional staff members of the Palmetto Council chart Cub Scout membership growth. The paper covers school district relationships, census data, unit trends and market analysis for all communities served by the Palmetto Council. The commissioner support team is a vital component to the success of every unit, especially in the initial years. Over the past five years our movement has made significant changes in our membership standards and policies. While many of our trends reflect those changes, you will also see that other similarities regarding unit health that can be supported by our commissioners and districts committees. Planting units in areas of need is very important. Ensuring we have trained and supported unit leaders with a quality program is just as important. Cub Scout membership growth in healthy units across our council will be our success as we continue grow our movement. Having our commissioner, membership and professional teams working to accomplish this goal ensures long-term success and more lives positively impacted by our programs.

CHAPTER II

MAPPING TOOLS

The membership mapping tool comes from data collected from the census of total available youth (TAY) by zip code, the past 10 years of charter partners that no longer support Cub Scout units in the Palmetto Council, current elementary schools, and current Cub Scout packs in the Palmetto Council. After receiving the data, I developed a graphic map in Google Maps to create a visual understanding of the data. All of the data is broken down by council, district and zip code lines. Within all of the charter partners, if any known reason for a unit lapsing is available, it is shown on the graph. This will allow both professionals and volunteers to access the data in one central location. The data can be updated annually as new information becomes available. Having all of the data in a visual format makes it much easier to understand especially when many volunteers and professionals are not familiar with the full service area.

CHAPTER III

DATA

Visual Mapping

I started by mapping out the Palmetto Council service territory on an interactive map. I outlined the six counties (Chester, Cherokee, Lancaster, Spartanburg, Union and York) (Figure 1) and three districts (Catawba, Daniel Morgan and York) (Figure 2). To differentiate district lines from county lines, I used a color overlay to show the district territories. I then mapped each of the zip code lines within the districts/county lines. The zip codes are color coded using four colors based on the total available youth (TAY) percentage. The color codes are as follows: red (<2.5% density of TAY), yellow (2.5-5% density of TAY), light green (5-7.5% density of TAY) and dark green (7.5+% density of TAY) (Figure 3). The national goal is to serve 10% of the youth in each market.

Figure 1. Map of the six SC counties served by the Palmetto Council - Chester, Cherokee, Lancaster, Spartanburg, Union and York.

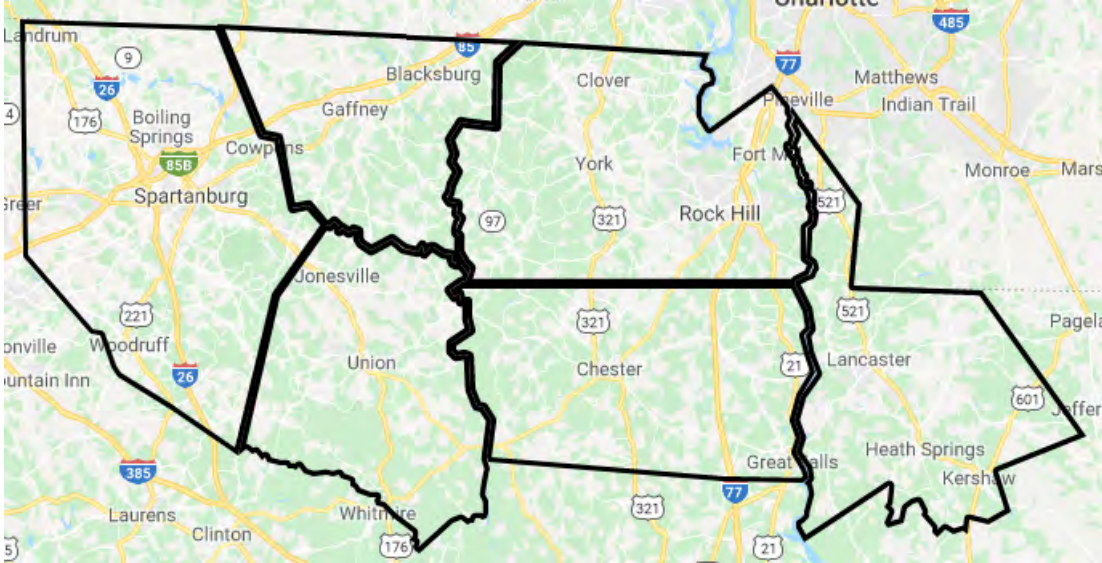


Figure 2. Map of the three districts in the Palmetto Council – Catawba (green), Daniel Morgan (orange) and York (yellow).

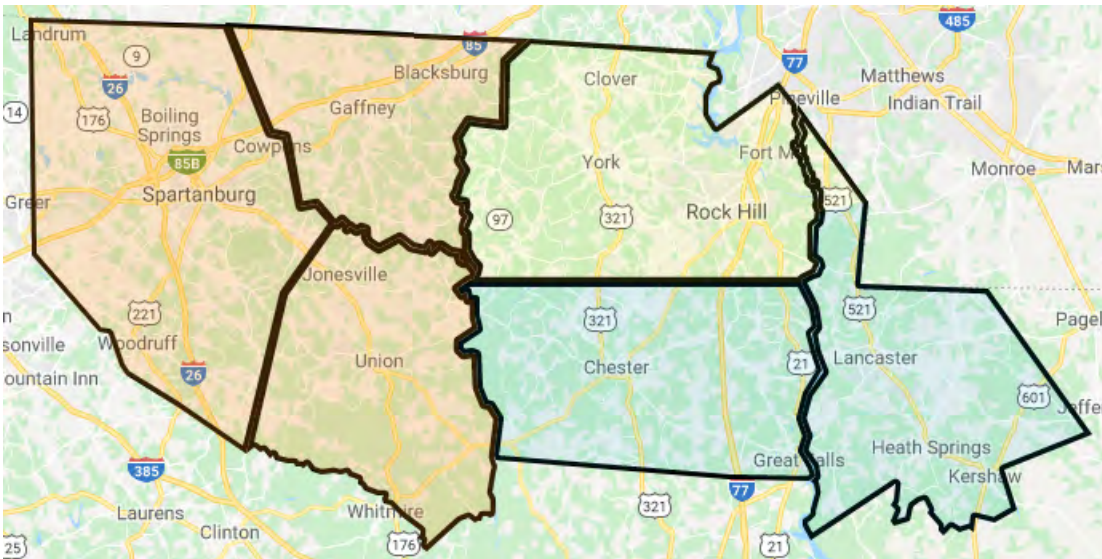
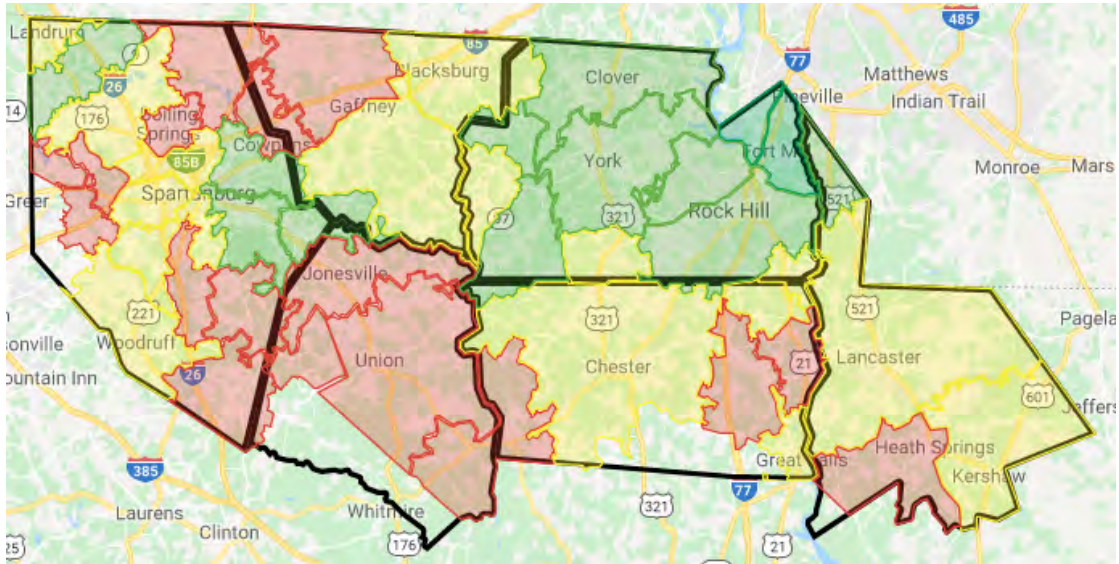


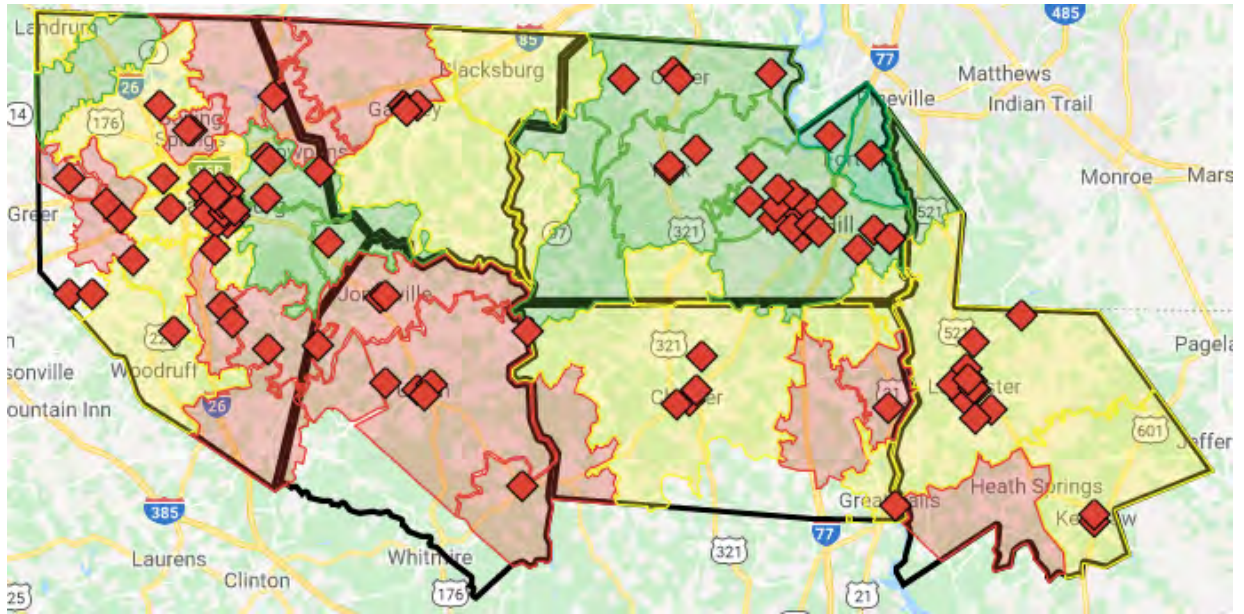
Figure 3. Map of the zip code areas within the Palmetto Council color coded by density of Total Available Youth (TAY) - red (<2.5% density of TAY), yellow (2.5-5% density of TAY), light green (5-7.5% density of TAY) and dark green (7.5+% density of TAY).



Palmetto Council Data

The 47 zip codes found within the Palmetto Council area along with the number of youth currently registered in those areas can be found in Appendix A. The 115 public and charter schools within our service area and the degree of recruitment access we have is shown in Appendix B. The current list of Cub Scout packs, their charter partner, family Scouting status and meeting information can be found in Appendix C. The expired packs map (Figure 4) below and the expired packs spreadsheet in Appendix D show where the Palmetto Council had packs over the past 13 years, the last year they were chartered, the organization type, and the reason they lapsed if available.

Figure 4. Map of the Distribution of Expired Cub Scout Packs in the Palmetto Council.



CHAPTER IV

VOLUNTEERS AND PROFESSIONALS

When evaluating the lapsed Cub Scout packs over the past 13 years, I focused on charter organization types and year. There are many reasons that units lapse each year and over the last 13 years we have had many national BSA membership decisions that have impacted our number of charter partners. From 2006 to 2013, we had a steady increase in lapsed units from 3-17%. Following 2013, we have had a steady increase of retained units as this has become a national focus on youth and charter partner retention (Appendix E).

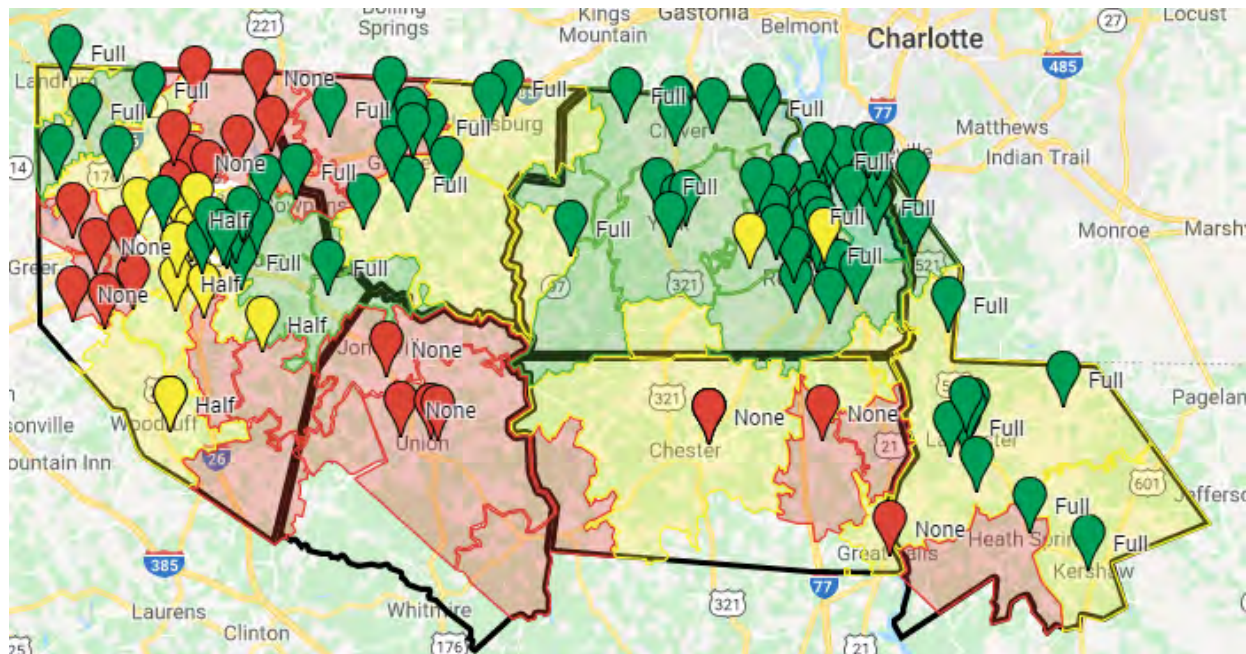
Current Trends

In the recent years, as our retention has maintained over 90%, we have started looking into different types of charter partners as our traditional churches have had a steady decline in youth membership. We have expanded our Multi-Cultural Markets outreach to many afterschool organizations that have delivered the Scouting program in a non-traditional setting. We also have found it more difficult to find charter partners, especially in urban areas where non-denominational churches are thriving and do not see the need for the Scouting program to assist their youth/mission. Indian Land, SC is our best example of this situation where we have two packs who are limited by the size of their meeting spaces in small traditional churches. There are over five major non-traditional churches that have declined the opportunity to start a new unit in that area.

Zip Codes

While our overall goal is to make Scouting as community-based as possible, we realize the demand is different based on many community factors. For example, the Carlisle zip code (29031) covers 116 square miles but only has 48 available youth (Figure 3). While it may show as red indicating poor density of units, it is too rural to support one unit. On the other hand, Rock Hill (29732) covers 55 square miles, has 4,763 available youth, serves 6.8% of the youth in that market, houses 7 elementary schools (Figure 5), 5 current packs, and previously had 8 other charter partners. These two examples reference two different districts in the council and two different membership approaches to serving the available youth.

Figure 5. Map of the Distribution of Schools in the Palmetto Council.



Schools

The elementary school structure across the council is very different based on the school district emphasis on educational spending and their ideal educational model. We also have a variety of charter schools and private schools (Appendix B). In general, elementary schools tend to be very community-based as well. In the majority of our schools, there is a large enough population to warrant/demand a Cub Scout pack. The BSA professional training center teaches you need at least 10 youth in a pack to be successful (BSA, 3). If we can reach 10% of the market, a school of 400 students or more should be able to provide enough members annually for the pack. While school locations and sizes are important, school access is even more important. Without an ability to recruit the youth, we struggle. Each of our schools has varying degrees of accessibility (Appendix B).

Professionals

On a national level, most district executives do not stay with the movement more than two years (BSA,1). Additionally, the Boy Scouts of America (BSA) culture is for professionals to move roles or councils every 3 to 4 years. Locally, the Palmetto Council has retained much higher than the national average staff employment. On average, a district executive stays over 3 years with our council (Table 1). Whether internal or external, movement is the constant. When most professionals move, they take their relationship and notes with them. The BSA does not have a program for storing membership notes. Furthermore, most new District Executives are

not native to the area they service. This almost ensures that every District Executive has a steep learning curve to understand their respective service territory, its culture, and its past BSA history.

Table 1. Average Tenure of a Palmetto Council District Executive.

Professional Name	Years Served
Thomas	6
Surrett	2
Bouldin	4
Harris	4
Lochel	2
Schmal	2
Townsend	3
Durrah	6
Davis	5
Chet	1
Humphries	1
Hodgkins	1
Miller	3
Average	3.08

Volunteers

There are two primary groups of volunteers who support membership growth - council and district membership teams and unit commissioners. Just like professionals, membership volunteers change frequently (Table 2). Commissioners are a crucial part of the unit creation and retention process. Both are charged in their position descriptions to increase and retain membership.

Table 2. Average Tenure of a Palmetto Council Membership Volunteer.

Volunteer Name	Years Served
Miller	3
McDuffie	2
Fleming	1
Brewton	2
Simmons	2
Broadus	3
Davis	3
Dutt	2
Lopez	2
Thompson	2
Sheorn	2
Sheally	4
McKenzie	1
Sharon	2
Harkins	2
Smith	1
AVERAGE	2.125

BSA states that the objectives of a commissioner are (BSA, 2):

1. Enable an increased number of traditional units.
2. Enable the retention rate of traditional units.
3. Enable implementation of a unit service plan through collaborative detailed assessments and an increased number of significant unit contacts.

Commissioners and other volunteers help support the efforts of the District Executive whose job duties are “Provides leadership to the achievement of the council's philosophy, mission, and strategy, and to its annual objectives and goals within the district. Sustains and grows youth and adult membership. Conducts fundraising campaigns and secures donations.

Recruits, trains and oversees volunteers to deliver Scouting programs through chartered partners” (BSA, 4).

Professional/Volunteer Relationships

Both professional staff members and volunteers have a common goal to expand the reach of the Scouting program. However, it is mission critical for both parties to be working together towards that goal. Ultimately, both want to provide a quality program with emphasis on the aims and methods of Scouting. While we could grow many new units each year, they may not be positioned in the right areas or have the commissioner support structure they need to be sustainable. A good example would be the five new Cub Scout packs (P155, P975, P45, P17, P6500) started in one year in a single district of the Palmetto Council. While all of these units were successful in the beginning and expanding our reach to underserved areas, they did not have the support structure to maintain a quality program. When forming the units, I involved the District Commissioner in the process, but quickly found that we did not have enough unit commissioners or any “new unit commissioners” to support them (Appendix F). When you initially look at the list of expired units, you will see we lost many units in 2013 (Appendix D) as a direct result of the national membership decision. However, most years we lose units because of a lack of leaders or a strong support structure. Most new units join Scouting with little legacy knowledge or veteran leadership to bring the knowledge they need.

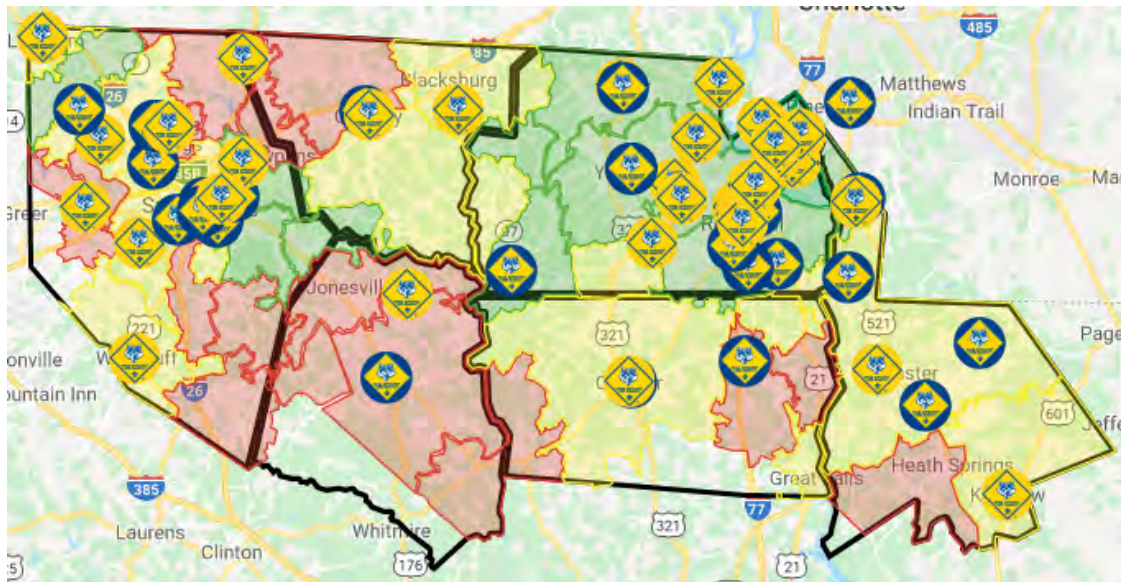
CHAPTER V

IDENTIFYING AREAS OF NEED

Schools

In 2019, the Palmetto Council served 65 traditional Cub Scout packs (Appendix F) and 115 Schools (Appendix B). We currently have a 1:1.5 pack to school ratio. Our current recruitment and membership process is not 100% based on a 1:1 ratio regarding ownership of the school but it does reflect a demand in areas not being served. Our goal is to connect youth with a variety of local options that are unique to give families choices to meet their individual needs. For example, in the downtown Clover community we have two packs that meet on the same night at the same time and both only accept boys. While we have charter partners in this community, it shows the need for additional options to meet more family Scouting needs (Figure 6).

Figure 6. Map of the Distribution of Cub Scout Packs in the Palmetto Council.



Census Data

While schools show us a location need, they don't always reflect the current areas of need. Most school zones are local; however, population growth often changes while physical school buildings are not flexible to adjust to the changes. For example, school boards will rezone to meet their own statistical data. Seeing the census data on the map (Figure 3) helps give a better picture on small scale of where our TAY live. The BSA furthermore breaks the TAY data into different demographic groupings (Appendix A) to show our density in certain segments of the available market.

Both of these tools give us direction of where and why we should create new units that will be sustainable long-term. This information allows professionals the ability to direct volunteers in the right direction to develop new units. Rarely, do charter partners show-up looking to start a unit. Even if you identify an ideal partner based on location, it might not be ideal for a particular charter partner.

CHAPTER VI

INTERPRETATION AND USE OF THE DATA

Why focus on Cub Scouts?

The project was initially started by focusing on Cub Scout unit growth. The reason for this emphasis is most of our youth are recruited and retained from the Cub Scout program. Rarely are we successful at recruiting Scouts BSA aged youth. For example, an average Join Scouting Night Cub Scout event will recruit upwards of 26 youth where a Scouts BSA recruitment will gain 4 youth (Table 3). Therefore, we focus on recruiting Cub Scouts and retaining them with a strong program. Many times, our recruitment efforts are limited by our available options for youth to join. Using the mapping tool allows us to chart more options giving families who are interested fewer barriers to joining.

Table 3. Results of 2019 Recruitment Efforts in the Palmetto Council

CUB SCOUT RECRUITMENT	YOUTH	SCOUTS BSA RECRUITMENT	YOUTH
Crowders Creek	26	FMMS	4
Pleasant Knoll	23	GHMS	4
Cherry Park	22	SMS	1
Sugar Creek	20	BTMS	2
Woodruff Primary	17	DCMS	4
Ebenezer Ave	16	CMS	3
Gold Hill	16	YMS	4
Springfield	16	MMS	0
Tega Cay	16	LMS	0
Spartanburg Day School	15	ATL	1
Dobys Bridge	14		
Buford	14		
B D Lee	13		

Spartanburg Prep	13			
Lesslie	13			
Erwin	13			
Cannons	12			
EP Todd	12			
Northwest	12			
Hunter Street	12			
Richmond	12			
Fort Mill	11			
Oakdale	11			
Orchard Park	11			
River Ridge	10			
Hickory Grove Sharon	10			
Indian Land	10			
Kinard	10			
Larne	10			
Old Pointe	10			
McDonald Green	10			
Cowpens	9			
Draytonville	9			
Holly Springs Motlow	9			
Luther Vaughn	9			
India Hook	9			
Jefferson	9			
ATL	9			
Drayton Mills	8			
Jesse Boyd	8			
Pine Street - E	8			
Heath Springs	8			
Woodruff E	7			
Mt Holly	7			
York Prep	7			
Alma	6			
Blacksburg Primary	6			
High Point	6			
Bellview	6			
Bethany	6			
Riverwalk	6			
Van Wyck	6			

North	6			
Anderson Mill	5			
Limestone Central	5			
Pauline-Glenn Springs - E	5			
Ebinport	5			
Independence	5			
Mt Gallant	5			
York Road	5			
Brooklyn Springs	5			
Clinton	5			
Cleveland Academy	4			
Fairforest	4			
Inman Elementary	4			
New Prospect	4			
Harrisburg	4			
Rosewood	4			
Sunset Park	4			
Goucher	3			
Grassypond	3			
Cottonbelt	3			
Griggs Road	3			
Northside	3			
Riverview	3			
Abner Creek	2			
Blacksburg E	2			
Campobello Gramling	2			
Corinth	2			
Inman Intermediate	2			
Bethel	2			
Finley Road	2			
Chester Park - E	2			
Mary H Wright	1			
Pacolet	1			
Harold C Johnson	1			

How has it evolved?

Our Palmetto Council professional staff and membership teams use this tool each year during our membership planning conference to strategically track growth. While we do start units that were not projected in our plan, we strive to eliminate all “red” zip code areas (Figure 3) of the map to create a more community-based Scouting program. Since the inception of the mapping tool, the National Council opened traditional membership to female members starting with the Cub Scout program followed by the Scouts BSA program. We then modified the map to start planting family Scouting Cub Scout programs and then Scouts BSA programs. Just as we wanted to give families more options in the beginning of the mapping process, we needed to provide local options for young ladies to join the program. While many charter partners were interested in adding female youth to the program, we wanted to provide one available option in each community. While many others were interested, we knew we did not have the demand to warrant the creation of the troops or the new members to sustain them. We used the same concept to chart where in each district we needed to start a community Scouts BSA female troop. In both cases we wanted to set up the new units for success by giving them enough support and resources to be sustainable.

Future Plans

The BSA is truly a movement, always changing. However, it has been consistent in its technological struggles. We have a lot of data but none of our reports work together. The goal of the map is to put all of the membership data in one place to make informed strategic

membership decisions. Each year the map is updated with the current TAY data, packs, expired units, and schools. Should the program make any additional changes to its available youth, we would modify the data. Going forward, the vision is to have this tool more readily available for all stakeholders in the Palmetto Council so they are aware of the vision and working to accomplish the mission. As with all things in the BSA, we are relationship based. While we may have a vision, we will have to rely on our network in those respective areas to help open doors to accomplish the aims and methods of Scouting. We as an organization are only as good as the people on our team who are working together. While this mapping tool can be helpful, without the right people, both the professional and the volunteer working together, it is in vain. Additionally, we must rely on a diverse (ethnically, gender, socioeconomic, etc.) team. Many of the red zip codes indicate demographic barriers. Without having someone from those communities or from that background on our team, we lack an ability to build relationships with charter partners and prospective members. Many of these communities rely heavily on trust. Without trust we can work hard without achieving any success. From a generational diversity prospective, our culture is rapidly changing. Many charter partners are not embracing change at the same pace as the BSA which has provided new challenges to finding charter partners to deliver the program. As many new families join new churches, they are leaving our historically traditional churches which have been a strong majority of our charter partners in the past.

CHAPTER VII

SUMMARY

The data presented here is unique to the Palmetto Council, however the outcome is likely universal across councils nationwide.

It is critical for the Scouting movement to not assume our community data. The BSA does a good job of providing census data annually, but this alone does not present the full membership picture. Unfortunately, all of the membership reports, school listings and unit data are found in separate reports that are not combined. In order for us to grow the Scouting movement in its flagship program, we must find ways to remove all barriers for youth to join. Understanding community needs and Scouting needs has to be the first step.

Secondly, we must work together to grow the movement. Our culture of changing volunteers and staff makes this difficult. In order to overcome this challenge, we must find better ways to document our membership notes.

The result of this dissertation is a mapping tool to assist the Palmetto Council to chart strategic Cub Scout growth. Using this tool, we can better visualize needs and import historical data going forward. This tool will help our current volunteers and staff as well as their successors. Growing the Cub Scout program is mission critical for the Scouting program going forward.

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APPENDIX A

TOTAL AVAILABLE YOUTH (TAY) AND CURRENT NUMBER OF REGISTERED
YOUTH IN THE PALMETTO COUNCIL BY ZIP CODE

Strategic Cub Scout Growth

ZIP CODE	ZIP Name	Total Cub Scout TAY	Total Cub Scout Members	Cub Scout Market Share
29055	29055 Great Falls	309	11	3.6%
29058	29058 Heath Springs	361	6	1.7%
29067	29067 Kershaw	750	28	3.7%
29301	29301 Spartanburg	2,762	85	3.1%
29302	29302 Spartanburg	1,195	75	6.3%
29303	29303 Spartanburg	1,799	47	2.6%
29306	29306 Spartanburg	1,476	44	3.0%
29307	29307 Spartanburg	1,297	87	6.7%
29316	29316 Boiling Springs	2,356	53	2.2%
29321	29321 Buffalo	172	1	0.6%
29322	29322 Campobello	717	40	5.6%
29323	29323 Chesnee	1,211	36	3.0%
29330	29330 Cowpens	664	7	1.1%
29334	29334 Duncan	1,168	20	1.7%
29335	29335 Enoree	400	5	1.3%
29340	29340 Gaffney	1,682	53	3.2%
29341	29341 Gaffney	1,716	33	1.9%
29349	29349 Inman	2,752	93	3.4%
29353	29353 Jonesville	281	1	0.4%
29356	29356 Landrum	516	16	3.1%
29365	29365 Lyman	890	15	1.7%
29369	29369 Moore	1,194	34	2.8%
29372	29372 Pacolet	337	21	6.2%
29374	29374 Pauline	253	1	0.4%
29376	29376 Roebuck	614	10	1.6%
29379	29379 Union	1,372	15	1.1%
29385	29385 Wellford	633	10	1.6%
29388	29388 Woodruff	1,217	37	3.0%
29702	29702 Blacksburg	785	25	3.2%
29704	29704 Catawba	263	7	2.7%
29706	29706 Chester	1,587	48	3.0%
29707	29707 Fort Mill	2,125	129	6.1%
29708	29708 Fort Mill	3,511	279	7.9%
29710	29710 Clover	2,816	179	6.4%
29712	29712 Edgemoor	166	5	3.0%
29714	29714 Fort Lawn	199	2	1.0%
29715	29715 Fort Mill	3,240	262	8.1%
29717	29717 Hickory Grove	81	2	2.5%
29720	29720 Lancaster	3,983	130	3.3%
29726	29726 Mc Connells	132	5	3.8%
29729	29729 Richburg	183	4	2.2%
29730	29730 Rock Hill	4,712	210	4.5%
29732	29732 Rock Hill	4,763	323	6.8%
29742	29742 Sharon	170	9	5.3%
29743	29743 Smyrna	83	6	7.2%
29745	29745 York	2,611	125	4.8%

APPENDIX B

**SCHOOLS AND LEVEL OF ACCESS FOR RECRUITING
FOR EACH DISTRICT IN THE PALMETTO COUNCIL**

DISTRICT	SCHOOL	ACCESS
York 1	Cotton Belt Elementary	Full
York 1	Harold C. Johnson Elementary	Full
York 1	Hickory Grove-Sharon Elementary	Full
York 1	Hunter Street Elementary	Full
York 1	Jefferson Elementary	Full
York 2	Bethany Elementary	Full
York 2	Bethel Elementary	Full
York 2	Crowders Creek Elementary	Full
York 2	Griggs Road Elementary	Full
York 2	Kinard Elementary	Full
York 2	Larne Elementary	Full
York 2	Oakridge Elementary	Full
York 3	Belleview Elementary	Full
York 3	Ebenezer Avenue Elementary	Full
York 3	Ebinport Elementary	Full
York 3	Finley Road Elementary	Full
York 3	Independence Elementary	Full
York 3	India Hook Elementary	Full
York 3	Lesslie elementary	Full
York 3	Mount Gallant Elementary	Full
York 3	Mount Holly Elementary	Full
York 3	Northside Elementary	Full
York 3	Oakdale elementary	Full
York 3	Old Pointe Elementary	Full
York 3	Richmond Drive Elementary	Full
York 3	Rosewood Elementary	Full
York 3	Sunset Park Center for Accelerated Studies	Full
York 3	York Road Elementary	Full
York 3	Cherry Road Elementary	Full
York 4	Doby's Bridge Elementary	Full
York 4	Fort Mill Elementary	Full
York 4	Gold Hill Elementary	Full
York 4	Orchard Park Elementary	Full
York 4	Pleasant Knoll Elementary	Full
York 4	Riverview Elementary	Full
York 4	Springfield Elementary	Full
York 4	Sugar Creek Elementary	Full
York 4	Tega Cay Elementary	Full

Charter	Riverwalk Academy	Full
Charter	YPA	Half
Private	St. Anne's	Half
Lancaster 1	Brooklyn Springs Elementary	Full
Lancaster 1	Buford Elementary	Full
Lancaster 1	Clinton Elementary	Full
Lancaster 1	Discovery Charter of Lancaster	Full
Lancaster 1	Erwin Elementary	Full
Lancaster 1	Harrisburg Elementary	Full
Lancaster 1	Van Wyck Elementary	Full
Lancaster 1	Heath Springs Elementary	Full
Lancaster 1	Indian Land Elementary	Full
Lancaster 1	Kershaw Elementary	Full
Lancaster 1	McDonald Green Elementary	Full
Lancaster 1	North Elementary	Full
Chester 1	Chester Park Elementary of Inquiry	None
Chester 1	Chester Park Elementary School for the Arts	None
Chester 1	Chester Park Elementary School of Literacy and Technology	None
Chester 1	Great Falls Elementary	None
Chester 1	Lewisville Elementary	None
Union 1	Buffalo Elementary	None
Union 1	Foster Park Elementary	None
Union 1	Jonesville Elementary	None
Union 1	Monarch Elementary	None
Cherokee 1	Alma Elementary	Full
Cherokee 1	B.D. Lee Elementary	Full
Cherokee 1	Blacksburg Primary	Full
Cherokee 1	Blacksburg Elementary	Full
Cherokee 1	Corinth Elementary	Full
Cherokee 1	Draytonville Elementary	Full
Cherokee 1	Goucher Elementary	Full
Cherokee 1	Grassy Pond Elementary	Full
Cherokee 1	Limestone-Central Elementary	Full
Cherokee 1	Luther L. Vaughan Elementary	Full
Cherokee 1	Mary Bramlett Elementary	Full
Cherokee 1	Northwest Elementary	Full
Spartanburg 1	Campobello-Gramling School	Full
Spartanburg 1	Holly Springs-Motlow Elementary	Full
Spartanburg 1	Inman Elementary	Full
Spartanburg 1	New Prospect Elementary	Full

Spartanburg 1	O.P. Earle Elementary	Full
Spartanburg 2	Boiling Springs Elementary	None
Spartanburg 2	Carlisle-Foster's Grove Elementary	None
Spartanburg 2	Chesnee Elementary	None
Spartanburg 2	Cooley Springs-Fingerville Elementary	None
Spartanburg 2	James H. Hendrix Elementary	None
Spartanburg 2	Mayo Elementary	None
Spartanburg 2	Oakland elementary	None
Spartanburg 2	Shoally Creek Elementary	None
Spartanburg 3	Cannons Elementary	Full
Spartanburg 3	Cowpens Elementary	Full
Spartanburg 3	Pacolet Elementary	Full
Spartanburg 4	Woodruff Primary	Half
Spartanburg 4	Woodruff Elementary	Half
Spartanburg 5	Abner Creek Academy	None
Spartanburg 5	Duncan Elementary	None
Spartanburg 5	Lyman Elementary	None
Spartanburg 5	Reidville elementary	None
Spartanburg 5	River Ridge Elementary	None
Spartanburg 5	Wellford Academy of Science and Technology	None
Spartanburg 6	Anderson Mill Elementary	Half
Spartanburg 6	Arcadia Elementary	Half
Spartanburg 6	Fairforest Elementary	Half
Spartanburg 6	Jesse S. Bobo Elementary	Half
Spartanburg 6	Lone Oak Elementary	Half
Spartanburg 6	Pauline Glenn Springs Elementary	Half
Spartanburg 6	Roebuck Elementary	Half
Spartanburg 6	West View Elementary	Half
Spartanburg 6	Woodland Heights Elementary	Full
Spartanburg 7	Cleveland Academy of Leadership	Full
Spartanburg 7	E.P. Todd School	Full
Spartanburg 7	Jesse Boyd Elementary	Full
Spartanburg 7	Mary H. Wright Elementary	Full
Spartanburg 7	Pine Street Elementary	Full
Spartanburg 7	Drayton Mills Elementary	Full
Charter	HPA	Full
Charter	Spartanburg Prep	Full

APPENDIX C

CURRENT CUB SCOUT PACKS IN THE PALMETTO COUNCIL

DISTRICT	UNIT TYPE	UNIT NO	JTE	FAMILY SCOUTING	SPONSORING ORG	MEETING TIME
Catawba	Pack	27	-	YES	Christ Episcopal Church	Tuesdays @ 6PM & 7PM
Catawba	Pack	60	Gold	NO	Union ARP Church	Tuesdays @ 6:30 PM
Catawba	Pack	61	Gold	NO	A R Presbyterian Church	Mondays at 6:30 PM
Catawba	Pack	62	Silver	YES	Purity Presbyterian Church	Sundays @ 4:00 PM
Catawba	Pack	82	Bronze	NO	Hopewell United Methodist Church	Thursdays @ 7:00 PM
Catawba	Pack	180	-	NO	St. Luke United Methodist Church	Mondays at 6:00 PM
Catawba	Pack	310	-	NO	White Oak AME Zion Church	Every other Saturday at 12:00 pm
Daniel Morgan	Pack	1	Bronze	NO	Episcopal Church Of The Advent	Varies
Daniel Morgan	Pack	2	-	NO	First Presbyterian Church	Sundays @ 6:00 PM
Daniel Morgan	Pack	3	Gold	YES	Nazareth Presbyterian Church	Tuesdays (1st-4th) @ 6:30 PM
Daniel Morgan	Pack	9	Gold	NO	North Spartanburg Volunteer Fire Department	Mondays @ 6:30 PM
Daniel Morgan	Pack	10	Gold	NO	LDS-Spartanburg 1st Ward/Greenville, SC East Stake	Wednesdays (2nd & 4th) @ 7:00 PM
Daniel Morgan	Pack	11	Gold	NO	Morningside Baptist Church	Tuesdays @ 6:30 PM
Daniel Morgan	Pack	14	Silver	NO	LDS-Spartanburg 2nd Ward/Greenville, SC East Stake	Wednesdays (2nd & 4th) @ 7:00 PM
Daniel Morgan	Pack	21	Silver	YES	Emma Gray United Methodist Church	Thursday (3rd week is Pack meeting; Den day/time vary)
Daniel Morgan	Pack	22	Gold	YES	Trinity United Methodist Church	Mondays @ 6:00 PM
Daniel Morgan	Pack	24	Gold	YES	Lyman United Methodist Church	Mondays @ 6:30 PM
Daniel Morgan	Pack	26	Gold	YES	Inman-Riverdale Foundation	Varies
Daniel Morgan	Pack	28	Gold	NO	St James United Methodist Church	Mondays @ 6:30 PM

Daniel Morgan	Pack	42	Gold	NO	Grace United Methodist Church	Mondays @ 7:00 PM
Daniel Morgan	Pack	51	-	NO	LDS-Gaffney Ward/Greenville, SC East Stake	Thursdays (1st & 3rd) @ 6:30 PM
Daniel Morgan	Pack	106	Gold	NO	Mount Moriah Baptist Church	Mondays @ 6:00 PM
Daniel Morgan	Pack	114	Gold	NO	St Paul United Methodist Church	Thursdays @ 7:00 PM
Daniel Morgan	Pack	125	Silver	NO	LDS-Boiling Springs Ward/Greenville, SC East Stake	Wednesdays @ 7:00 PM
Daniel Morgan	Pack	128	Silver	NO	LDS-Inman Ward	Wednesdays @ 7:00 PM
Daniel Morgan	Pack	145	Bronze	YES	Buford Street United Methodist Church	Mondays @ 6:30 PM
Daniel Morgan	Pack	166	Gold	YES	Foster's Chapel UMC	Tuesdays @ 6:30 PM
Daniel Morgan	Pack	211	Gold	YES	Boiling Springs Social Club	Mondays @ 6:00 PM
Daniel Morgan	Pack	320	Gold	YES	Hopewell Baptist Church	Mondays @ 6:30 PM
Daniel Morgan	Pack	357	Gold	NO	Gramling United Methodist Church	Mondays @ 6:30 PM
Daniel Morgan	Pack	413	Gold	YES	New Beginnings United Methodist Church	Mondays @ 6:30 PM
Daniel Morgan	Pack	975	Silver	YES	Cannons Campground UMC	Mondays @ 6:30 PM
Daniel Morgan	Pack	67	Gold	YES	St. Christopher's Episcopal Church	Wednesdays @ 6:30 PM
Daniel Morgan	Pack	185	N/A	YES	American Legion	
Daniel Morgan	Pack	155	N/A	YES	Landrum UMC	Mondays @ 6:30 PM
York	Pack	31	Gold	YES	First Presbyterian Church	Mondays @ 6:30 PM
York	Pack	33	Gold	YES	Oakland Baptist Church	Mondays @ 6:00 PM
York	Pack	108	Gold	YES	Unity Presbyterian Church	Thursdays @ 6:45 PM for pack meetings. Den meeting vary.
York	Pack	109	Gold	YES	Woodland United Methodist Church	Mondays @ 6:30 PM
York	Pack	130	Gold	YES	St John's United Methodist Church	Wednesdays @ 6:30 PM

Strategic Cub Scout Growth

York	Pack	132	Gold	NO	Neely's Creek ARPC - Men's Bible Class	Wednesdays @ 6:30 PM
York	Pack	133		NO	Mount Holly United Methodist Church	
York	Pack	139	Gold	NO	Bullock Creek Presbyterian Church	Tuesdays @ 7:00 PM
York	Pack	161	Gold	YES	Bethesda Presbyterian Men's Club	Tuesdays @ 7:00 PM
York	Pack	216	Silver	NO	Crossroads Lutheran Church	Tuesdays @ 6:30 PM
York	Pack	219	Gold	YES	St Phillip Neri Catholic Church	Mondays @ 6:30 PM
York	Pack	236		NO	LDS-Fort Mill Ward	Tuesdays @ 7:00 PM during school year // Wednesdays @ 7:00 PM during the summer
York	Pack	237		YES	Clover Jaycees/Optimist/ Presbyterian	Mondays @ 7:00 PM
York	Pack	250	Gold	YES	Grace Presbyterian Church	Tuesdays @ 7:00 PM
York	Pack	255	Gold	YES	Allison Creek Presbyterian Church	Tuesdays @ 6:45 PM
York	Pack	275	Gold	YES	Belair United Methodist Church	Varies by den
York	Pack	276		NO	LDS-Rock Hill Ward/Charlotte South Stake	Wednesdays @ 4:30 PM
York	Pack	277	Gold	NO	St Anne's Catholic Church	Thursdays @ 7:00 PM
York	Pack	316	Silver	YES	Aldersgate United Methodist Church	Mondays @ 7:00 PM
York	Pack	333	Gold	YES	River Hills Community Church	Mondays @ 6:30 PM
York	Pack	349	Gold	YES	Bethelwoods	Wednesdays @ 6:30 PM
York	Pack	376		NO	York Ward The Church of Jesus Christ of LDS	Tuesdays @ 7:00 PM
York	Pack	422	Gold	YES	Leroy Springs & Company, Inc.	Tuesdays @ 6:30 PM

Strategic Cub Scout Growth

York	Pack	476	Gold	NO	LDS-Newport Ward	Wednesdays @ 7:00 PM
York	Pack	540		YES	Grace Lutheran Church	Mondays @ 6:30 PM
York	Pack	832		YES	Philadelphia United Methodist Church	Mondays @ 6:30 PM
York	Pack	925	Gold	YES	St Johns United Methodist Church	Thursdays @ 6:30 PM
York	Pack	1280	Gold	NO	First United Methodist Church	Mondays @ 6:30 PM
York	Pack	1830	Bronze	YES	Covenant Presbyterian Church	Thursdays @ 6:30 PM
York	Pack	1880	Silver	YES	Adnah United Methodist Church	Tuesdays @ 7:00 PM

APPENDIX D

EXPIRED CUB SCOUT PACKS IN THE PALMETTO COUNCIL

UNIT TYPE	UNIT #	SPONSORING ORG	LAST CHARTERED YEAR	REASON FOR FOLDING	ORGANIZATION TYPE
Pack	127	Epiphany Lutheran Church	2006		Lutheran
Pack	412	Freedom Temple	2006		Religious Other
Pack	41	Bethany Baptist Church	2007		Baptist
Pack	4	Boys & Girls Club	2007		Boys & Girls Club
Pack	27	North Spartanburg Rotary Club	2007		Civic
Pack	35	Tyger River Presbyterian Church	2007		Presbyterian
Pack	420	Pineville AME Church	2008		AME Zion Church
Pack	100	Bethel Baptist Church	2008		Baptist
Pack	101	Friendship Baptist Church	2008		Baptist
Pack	358	Boyd Hill Baptist Church	2008		Baptist
Pack	236	LDS-Fort Mill Ward	2008		LDS
Pack	232	Outreach Deliverance Church	2008		Religious Other
Pack	1550	New Faith International Church	2008		Religious Other
Pack	86	Dunton UMC	2008		UMC
Pack	116	India Hook UMC	2008		UMC
Pack	804	United AME Zion Church	2009		AME Zion Church
Pack	197	Majority Baptist Church	2009		Baptist
Pack	645	St. Paul Missionary Baptist Church	2009		Baptist
Pack	969	Burnsview Baptist Church	2009		Baptist
Pack	2261	Boys & Girls Club	2009		Boys & Girls Club
Pack	2262	Boys & Girls Club	2009		Boys & Girls Club
Pack	1464	Switzer Church of God	2009		Church of God
Pack	301	T K Gregg Recreation Center	2009		Community
Pack	252	Spartanburg Terrace Tenant Association	2009		Housing
Pack	985	Cornerstone UMC	2009		UMC
Pack	6	New Prospect V	2009		
Pack	111	Union Ezell AME Zion Church	2010		AME Zion Church
Pack	266	Zoar AME Zion Church	2010		AME Zion Church
Pack	1885	Foundation AME Zion Church	2010		AME Zion Church
Pack	47	McBeth Baptist Church	2010		Baptist
Pack	64	First Baptist Church Chester	2010		Baptist

Strategic Cub Scout Growth

Pack	745	Gold Hill Baptist Church	2010		Baptist
Pack	544	Saluda Street Church of God	2010		Church of God
Pack	366	American Legion	2010		Civic
Pack	3502	MAP to Success Family Literacy Program	2010		Community
Pack	404	Breakthrough Christian Ministries	2010		Religious Other
Pack	12	Oakbrook Preparatory	2010		School
Pack	7	Friendship Baptist	2011		Baptist
Pack	177	Orchard Street Baptist Church	2011		Baptist
Pack	30	West Springs Community Center	2011		Community
Pack	65	Upstate Family Resource Center	2011		Community
Pack	888	The Potter's House	2011		Community
Pack	73	Fellowship Bible Church & Carolina Christian Church	2011		Religious Other
Pack	331	Una New Life Center	2011		Religious Other
Pack	945	New Birth Spartanburg	2011		Religious Other
Pack	15	Central UMC	2011		UMC
Pack	150	Montgomery Memorial UMC	2011		UMC
Pack	590	Mt Tabor AME Zion Church	2012		AME Zion Church
Pack	327	York ARP Church	2012		ARP
Pack	278	First Baptist Church Kershaw	2012		Baptist
Pack	600	Mount Nebo Baptist Church	2012		Baptist
Pack	285	Cannons Ruritan Club	2012		Civic
Pack	120	Old Timey Car Wash / American Legion	2012		Community
Pack	300	Collins Park	2012		Community
Pack	83	LDS-Lancaster Branch	2012	LDS Realignment	LDS
Pack	123	Covenant Presbyterian Church	2012		Presbyterian
Pack	23	Church of the Living Christ	2012		Religious Other
Pack	1031	Lamb of God	2012		Religious Other
Pack	71	First UMC	2012		UMC
Pack	75	Grace UMC	2012		UMC
Pack	159	Good Samaritan UMC	2012		UMC
Pack	3450	Cannons Campground UMC	2012		UMC
Pack	78	Tirzah ARP Church	2013	Membership Policy	ARP

Strategic Cub Scout Growth

Pack	5	First Baptist Church Spartanburg	2013	Membership Policy	Baptist
Pack	68	Parkway Baptist Church	2013		Baptist
Pack	128	First Baptist Clover	2013		Baptist
Pack	154	Flint Hill Baptist Church	2013		Baptist
Pack	178	West End Baptist Church	2013	Membership Policy	Baptist
Pack	186	First Baptist Lancaster	2013		Baptist
Pack	211	Lake Bowen Baptist Church	2013	Membership Policy	Baptist
Pack	215	Greater Hopewell Baptist Church	2013		Baptist
Pack	291	New Trinity Baptist Church	2013	Membership Policy	Baptist
Pack	332	Buffalo Baptist Church	2013		Baptist
Pack	360	First Baptist Church Boiling Springs	2013		Baptist
Pack	200	LDS-Catawba 2nd Ward	2013	LDS Realignment	LDS
Pack	29	Sharon UMC	2013		UMC
Pack	34	The Church of the Good Shepherd UMC	2013		UMC
Pack	69	Unity ARP Church	2014		ARP
Pack	72	First ARP Church	2014	Membership Policy	ARP
Pack	262	Mount Hebron Baptist Church	2014		Baptist
Pack	40	Union Housing Authority	2014		Housing
Pack	8	Mount Calvary Presbyterian Church	2014		Presbyterian
Pack	711	The Body	2014	Membership Policy	Religious Other
Pack	385	Spartanburg Prep.	2014	Lack of Interest	School
Pack	45	First Baptist Church Lockhart	2015	Lack of Leadership	Baptist
Pack	53	First Baptist Church Gaffney	2015	Lack of Interest	Baptist
Pack	296	Harrison Grove Baptist Church	2015	Lack of Leadership	Baptist
Pack	295	Cornerstone Baptist Church	2015	Lack of Interest	Baptist
Pack	140	Divine Saviour Catholic Church	2015	Lack of Leadership	Catholic
Pack	38	Oakdale Presbyterian Church	2015	Lack of Interest	Presbyterian
Pack	205	Westminster Presbyterian Church	2015	Membership Policy	Presbyterian
Pack	94	Gethsemane Baptist Church	2016	Lack of Leadership	Baptist
Pack	1790	Carolina's Cornerstone Church	2016	Membership Policy	Baptist
Pack	6500	Boys & Girls Club - Pacolet Elementary	2016	Weak Relationship	Boys & Girls Club
Pack	1100	21st Century Program - North Elementary	2017	Change in program	21st Century Grant

Strategic Cub Scout Growth

Pack	19	Bethany Baptist Church	2017	Lack of Leadership	Baptist
Pack	74	Kershaw Second Baptist Church	2018	Lack of Leadership	Baptist
Pack	17	High Point Academy	2018	Lack of Leadership	Charter School
Pack	5	St. John's Lutheran Church	2018	Lack of Leadership	Lutheran
Pack	81	Spartanburg Urban Mission UMC	2018	Lack of Leadership	Methodist
Pack	176	Great Falls Presbyterian Church	2018	Lack of Leadership	Presbyterian

APPENDIX E

DROPPED UNITS PER YEAR (2006-2018) IN THE PALMETTO COUNCIL

CUB SCOUT PACK DROPS														
Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	TOTAL
Lutheran	1	0	0	0	0	0	0	0	0	0	0	0	1	2
Methodist	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Religious Other	1	0	2	0	1	3	2	0	1	0	0	0	0	10
Baptist	0	1	3	3	3	2	2	11	1	4	1	1	1	33
Boys & Girls Club	0	1	0	2	0	0	0	0	0	0	1	0	0	4
Civic	0	1	0	0	1	0	1	0	0	0	0	0	0	3
Presbyterian	0	1	0	0	0	0	1	0	1	3	0	0	0	6
UMC	0	0	2	1	0	2	4	2	0	0	0	0	0	11
AME Zion	0	0	1	1	3	0	1	0	0	0	0	0	0	6
LDS	0	0	1	0	0	0	1	1	0	0	0	0	0	3
Community	0	0	0	1	1	3	2	0	0	0	0	0	0	7
Housing	0	0	0	1	0	0	0	0	1	0	0	0	0	2
Church of God	0	0	0	1	1	0	0	0	0	0	0	0	0	2
ARP	0	0	0	0	0	0	1	1	2	1	0	0	0	5
Catholic	0	0	0	0	0	0	0	0	0	1	0	0	0	1
School	0	0	0	0	1	0	0	0	1	0	0	1	1	4
Other	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Total Drops	2	4	9	11	11	10	15	15	7	9	2	2	4	101
Registered Units	66	72	71	77	75	70	97	86	80	82	79	79	77	
% Loss	-3%	-6%	-13%	-14%	-15%	-14%	-15%	-17%	-9%	-11%	-3%	-3%	-5%	

Appendix F

December 2015 BSA Objectives Progress Report for the Palmetto Council

