

2006 Quality Lodge Planbook



Western Region



Order of the Arrow

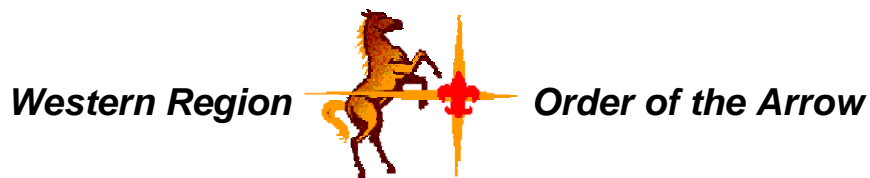
2006 Quality Lodge Planbook

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*The 2006 Quality Lodge Planbook was created by the 2006 Western Region Quality Lodge Taskforce:
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QUALITY LODGE RECOGNITION PETITION FOR 2006

Council Name _____ Council No. _____
Lodge Name _____
Headquarters City _____ State _____ Region _____ Section _____

To qualify as a National Quality Lodge, the lodge must renew its charter on time with appropriate fees, achieve items 1 through 10 below, and achieve four of the remaining items. During 2006: *(Check each item achieved)*

- 1. The lodge complies with all requirements in the current printings of the *OA Handbook, Guide for Officers and Advisers, Field Operations Guide, Guide to Inductions*, and ceremony books. The council has only one Order of the Arrow lodge organization.
- 2. The lodge experienced positive growth in its membership.
- 3. The lodge inducted a minimum of 30% of its eligible Ordeal members into the Brotherhood.
- 4. The lodge conducted one or more Lodge Leadership Development (LLD) courses with qualified instructors and used the current LLD materials (available at www.aa-bsa.org) to train lodge and chapter officers, lodge and chapter committee chairmen, and their advisers. Collectively, the LLD courses were attended by a minimum of 75% of all members eligible to attend.
- 5. The lodge completed service projects for the council camp or service center, and a council-approved community service project. A written report for each project was included in the lodge annual report. During the year, lodge members contributed an average of three hours of service per person.
- 6. After contacting each troop and team in the council, the lodge conducted elections in every unit desiring an election. The election teams were trained and all team members were in proper uniform during each unit election.
- 7. Following a review of the Order of the Arrow 2003 – 2007 Strategic Plan, the lodge Key 3 met with the Scout executive and members of the council executive board to identify ways for the lodge to be more effective in cooperating and coordinating with council programs and events. The lodge calendar permits members to actively participate in unit, district, and council events.
- 8. The lodge leadership actively participated in the development and implementation of the council's plan for the promotion of the council camping, high adventure, and other outdoor programs. Working closely with district and council leadership, the lodge camping promotion committee helped establish and conduct promotional contacts to a minimum of 75% of the troops and teams in the council as of June 30, 2006.
Contacts: _____ The number of troops and teams in council: _____
- 9. The lodge contributed cash, materials, or both, to the council in an amount equal to at least \$2.00 per lodge member.
- 10. The lodge submitted an annual report of accomplishments to the council executive board.
- 11. In addition to contributions made in item 9, the lodge made a minimum contribution of \$1000 to the council's endowment fund.
- 12. The lodge published a Where to Go Camping pamphlet, CD, or information on the lodge or council website which has been updated within the last three years.
- 13. Each ceremony team member memorized his part and each ceremony was presented in an effective and impressive manner in accordance with the official ceremony books and the *Guide to Inductions*.
- 14. The lodge Key 3 met at least six times during the year to discuss the progress of the lodge.
- 15. The lodge provided manpower, resources, and/or program assistance in support of the Scout council's Cub Scout outdoor program and Webelos transition to Boy Scouts.
- 16. Within the last two years, two youth attended a National Leadership Seminar and completed their contracts, and one adult attended a National Lodge Adviser Training Seminar and completed the required discussion with the Scout executive.
- 17. The lodge created a plan to serve the OA Scoutreach Mentoring Program. The plan was approved by the Scout executive or the council Scoutreach committee and was included in the lodge annual report.
- 18. The lodge produced and distributed (by hardcopy, email, or lodge website) a minimum of four newsletters to its members and contributed articles to the council's newsletter or website. Lodge websites conform to the council's website policies.
- 19. One youth member attended a national OA high adventure program. A minimum of three youth and two adult members attended the section conclave. At least five members attended NOAC 2006 as lodge contingent members.

• *Required items*

The white, canary and pink copies MUST be submitted to the national office with your Lodge Charter Renewal.

How to Use this Planbook

The Quality Lodge Recognition Petition is a pretty complicated piece of paper. While there are only nineteen of them, the requirements span nearly every program in the Order. Understanding what the requirements mean can be difficult enough for new lodge officers and advisers, even before figuring out how the lodge can actually meet enough conditions to become a National Quality Lodge. This planbook is designed as a tool for lodges, officers and advisers of all levels to better understand and plan for becoming a National Quality Lodge. Whether you are a new officer trying to help your lodge complete the requirements for the first time, or a seasoned adviser looking for new ways to continue your lodge's streak of Quality Lodge awards, this planbook can help.

Planning & Communication: Two Keys to Success

This page discusses the important role of Planning and Communication in achieving Quality Lodge. As you work on each requirement and the pages in this book, remember to consider how the lodge will need to plan to complete the requirement, and how it will communicate with its members, chapter and the council throughout the process to make all of the lodge's efforts successful.

Requirement Pages

Each requirement is given its own page to allow for quick reference. Each page is divided into several sections, which are explained below:

Understanding the Requirement

The first section of each requirement page attempts to lay out the requirement's basic meaning. This section also tries to explain why each requirement is helpful to fulfilling the "Purpose of the Order of the Arrow" and the "Mission of the Lodge." These two statements comprise the core values and motivations of the Order and every level of its program. Each requirement for Quality Lodge, and in fact every program in the Order, is structured around making sure the lodge accomplishes its "Mission" and contributes to the Order's "Purpose." Both statements are frequently mentioned in this book, and they can both be found in their entirety on Page 8 of the *Order of the Arrow Handbook* and the National Order of the Arrow Web Site (<http://www.oa-bsa.org>), among other places. Making sure the lodge and all of its members understand and embrace the "Purpose of the Order" and the "Mission of the Lodge" is vital to becoming a Quality Lodge.

The Requirement In-Depth

It is often helpful to have some background information and even some theory on how to implement the lodge programs mentioned the requirement. This section aims at going beyond a basic explanation of the requirement and giving helpful context to the workings of the lodge. Topics in this section include:

- What do particular parts of the requirement mean?

- What is the role of the chapter and the lodge in this requirement?
- What other goals should the lodge set that will help it pass the minimum mark set down in the requirement?
- What are some general principles to keep in mind while working on this requirement?

Formulas for Success

This section lists specific ideas, examples and details of practical ways for the lodge to meet the requirement. The book attempts to present multiple ways of achieving the requirement for lodges with different sizes and circumstances. This sort of a list is particularly helpful when brainstorming new ways to think about a requirement and its pieces. Even veteran Quality Lodges and Arrowmen can use this section to come up with newer and possibly better ways to help them receive recognition.

Additional Resources

More information on the programs and ideas found in each requirement can be found in many other sources beyond this planbook. This section works to name the best sources for each requirement that might include National Order of the Arrow publications, OA websites, or non-Scouting resources. Links are provided to every website, and all documents are either online or can be purchased from the Order of the Arrow National Office or the Boy Scouts of America National Supply Division.

Sample Target S.M.A.R.T. Goal

Once you have an idea about how to complete a requirement, it is time to make a plan with specific goals to achieve. Make sure all of your goals are Specific, Measurable, Action-Oriented, Realistic and Timely. This section of each page provides an example S.M.A.R.T. goal for completing the requirement. S.M.A.R.T. goals are practical and assessable, and their success depends on the work you put into them and not on results that you can not control, like members' decisions to attend an event. For a more in-depth explanation of S.M.A.R.T. goals, check out the Lodge Leadership Development syllabus for "Goal Setting" that can be found at <http://ld.oa-bsa.org>.

Our Lodge's Target S.M.A.R.T. Goals

The last two sections of the page are yours to fill in. In this section can write your own S.M.A.R.T. goals that will fulfill the requirement, but also fit the lodge and its vision for the coming year.

Backdating Plan for Goal Implementation

This section provides some room for the lodge to establish a timetable for completing its S.M.A.R.T. goals and the requirement. When making a schedule, use the principles of S.M.A.R.T. to set each date. Completing the requirement early in the year will let the lodge concentrate on other things when fall and winter arrive. Also remember to communicate the timetable to lodge members and the council.

Planning

Quality Lodge recognition is a mark of a successful lodge with good programs, active and trained members, and a strong record of supporting the council and other branches of Scouting. However, it should also be noted that Quality Lodge is simply a benchmark of the bare minimum a successful lodge should already be achieving. It is important to realize this so that the Quality Lodge petition does not become a goal-setting document, but so that lofty goals can be set. Planning is crucial to building any successful lodge, and it is equally important to making a lodge a Quality Lodge. But rather than planning to simply complete the requirements on the Quality Lodge petition, the lodge should plan for success while using the form as a reference to help it understand what programs it needs to implement in its normal operations.

Planning to become a Quality Lodge should begin before the start of the year. When the lodge goes to turn in its Quality Lodge Recognition Petition, the lodge leadership needs to analyze its performance during the past year. What requirements did the lodge have difficulty completing? What were some things the lodge could have done differently to avoid any troubles? Were there requirements the lodge had no plan for completing that it could have finished with a little preparation? When did the lodge complete its Quality Lodge requirements, and were there ways they could have done them sooner?

Once the lodge has an idea of where it would like to improve, it needs to start looking for ideas on how to better meet requirements. This is a good time for leaders to consult this book and other resources. The lodge can also contact neighboring lodges' or section's leaders to see how they have approached qualifying for Quality Lodge.

Armed with the knowledge of where and how the lodge can improve, it is finally time for the lodge leadership to set formal S.M.A.R.T. goals and determine exactly how they will achieve Quality Lodge. Remember the requirements of a smart goal: Specific, Measurable, Action-Oriented, Realistic/Rewarding, and Timely. Treat each Quality Lodge requirement individually at first and give officers and committees specific duties and deadlines. Make a separate backdated calendar for each requirement and then combine them on the normal lodge calendar. Since the lodge is a support tool for the council, contacting council leadership is also helpful at this stage to start coordinating all joint lodge-council events and programs. Include any responsibilities to the council in the lodge calendar and officers' duties.

Either before the beginning of the year or within the first two months at the latest, the lodge should have a detailed plan for the rest of the year. This will allow the lodge and chapters time to arrange for things like extra training for members or new committees to work with the council's Scoutreach program or to make a Where to Go Camping

Guide. With good planning, the lodge can use its precious time wisely and get all of its Quality Lodge requirements out of the way long before December.

Communication

Planning and communication go hand in hand, especially when working on Quality Lodge requirements. When a lodge evaluates the previous year's performance, lodge leaders must communicate with one another as well as other lodge members who might have helpful advice or opinions. Then, while organizing to start completing requirements, the lodge must communicate with its officers and committees to delegate duties and deadlines. In order to fulfill every requirement, the lodge would most likely have to communicate with: lodge leadership, chapter officers and advisers, every lodge member, the Scout executive, the council executive board, the council camping committee, every troop and team in the council, the districts, the council's Cub Scout and Scoutreach programs, the council newsletter and website, neighboring lodges, the section and the region. In short: Communication is critical to the lodge's success.

The lodge also needs to pay attention to how it communicates with different people. Make sure the right method is being used, whether it is personally meeting with the Scout executive, calling every unit in the council, or keeping members informed through regular editions of the lodge newsletter. Ask questions. Has every decision of the LEC and Key 3 regarding Quality Lodge been communicated to the lodge? Is the lodge supporting and coordinating events with the appropriate parts of the council? Are chapters being included in lodge decisions and efforts? Is every member of the lodge and council being reached by at least two different methods (lodge and chapter meetings, web site updates, emails, newsletters, phone trees, etc.)?

Two-way communication is a big part of any evaluation and it should also be maintained wherever possible. Mailings and websites work in one direction and do not allow for much feedback. Without input from members, the lodge can not assess its progress on Quality Lodge or any other goals. Two-way communication also helps lodge and council members feel like a meaningful part of the lodge program and vision. Improving two-way communication can be done in several ways. Making sure every Arrowman has updated and accurate contact information for officers and advisers is one method. Another is to use all face-to-face gatherings of the lodge as tools of communication. If an Arrowman has questions, it is much easier to ask them in person.

Through both active and inactive methods, the lodge can keep up two-way communication make sure that all of its efforts towards becoming a Quality Lodge are working as well as they can.

1. **The lodge complies with all requirements in the current printings of the OA Handbook, Guide for Officers and Advisers, Field Operations Guide, Guide to Inductions, and ceremony books. The council has only one Order of the Arrow lodge organization.**

Understanding the Requirement

The Order of the Arrow is one part of the national Boy Scouting program. As an extension of the Order at the council level, the lodge must remember its situation as member of a larger Brotherhood of Cheerful Service. Just as Scouting seeks to provide equal opportunities for leadership and character-building in youth across regional and council boundaries, the Order seeks to provide service and leadership to Scouts throughout the nation. In order to make sure that lodges are successful in supporting their councils and serving the "Purpose of the Order," guidelines and resources have been created in the form of national publications. While these documents do work to provide some uniformity across lodge programs, they serve a greater role as aids the constantly changing youth and adult leadership at the Order's local lodge and chapter levels. Every leader must be trained to be successful, and these documents are the primary tools necessary to give success to Arrowmen at any level.

The Requirement In-Depth

- The *OA Handbook* gives Arrowmen the basics about participation in the Order. It sets out the "Purpose of the Order," the "Mission of the Lodge," and an explanation of the "Challenges of Brotherhood Membership." The handbook is a vital tool for every lodge member.
- The *Guide for Officers and Advisers* explains how a lodge should operate. It sets the standards for leadership roles and lodge organization. It includes the proper way to perform elections, and it describes the proper relationship between the council and the lodge.
- The *Field Operations Guide (FOG)* spells out the standards for national, regional, and section organization and programs. It includes the *Section Rules* and explains the Lodge Assistance Program. The *FOG* appendices are the competition rules used at section conclaves and national conferences.
- The *Guide to Inductions* and the ceremony books give the lodge tools for effective planning and respectful and impressive ceremonies.

Formulas for Success

- Make sure every lodge member has access to the proper resources for their position:
 - Give every new Arrowman a current edition of the *OA Handbook*.
 - Give a copy of the *Guide for Officers and Advisers* to all chapter and lodge youth leaders and advisers (available online only).
 - Give members of the Key 3 the *Field Operations Guide* (available online only).
 - Give the *Guide to Inductions* (available online only) and copies of the appropriate ceremonies to officers, advisers, and new members.

- Offer lodge and chapter level training for members on the use of the previously-named publications, and how each guide contributes to the lodge program and the "Purpose of the Order."
- Make sure at least one copy of all documents is available at every lodge event, LEC and Key 3 meeting.
- Sell extra copies of each publication in the lodge store to interested and appropriate Arrowmen.
- Review the "Challenges of Brotherhood Membership" at all Ordeal weekends.

Additional Resources

- *OA Handbook*
- *Guide for Officers and Advisers*
- *Field Operations Guide*
- *Guide to Inductions*
- Ceremony Books
- *Lodge Leadership Development* (<http://lld.oa-bsa.org>)

Sample Target S.M.A.R.T. Goal

"Our lodge will keep reference copies of, or will distribute, national publications for use by lodge leadership. The lodge will include the cost of the *OA Handbook* in fees for Ordeal candidates so that each new member will receive their own copy. The lodge will review different sections of the handbook with the new members during the Ordeal weekend. The lodge will also keep a copy of each document at all lodge meetings for reference and training."

Our Lodge's Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation

2. The lodge experienced positive growth in its membership.

Understanding the Requirement

Increasing lodge membership is a sign of a healthy lodge. In the Order, membership is influenced by two things: 1) electing and inducting new Ordeal members each year, and 2) keeping current members active and interested in the lodge program. By gaining members each year, the lodge and chapter not only show that they are conducting unit elections and holding effective Ordeal weekends, but that they are also involving members in different lodge programs and supporting the council's other operations. Because lodge membership is a combination of so many smaller program areas, working to increase membership each year is one simple way to make sure that every part of the lodge is working properly.

The Requirement In-Depth

- The requirement does not give a specific number of new members the lodge must gain. The requirement could be met by adding one new member. What is important is that the lodge is focused on growing and is working to induct new members and keep old members active and interested in the lodge program.

Formulas for Success

Ideas to improve inductions:

- Establish lodge guidelines for unit visitation teams. Then use the guidelines and LLD syllabi to train teams at lodge events to make that every team is trained and knowledgeable.
- Reward chapters with trained unit visitation teams and who contact all of the units in their district(s).
- Use the *Guide to Inductions* as a resource to better plan, organize and run Ordeal weekends.
- Offer lodge resources or training for Ordeal ceremony teams.
- Hold competitions or give incentives to encourage ceremony teams to become high-quality.
- Promote all Ordeal weekends through chapters, mailings and the lodge website so that every candidate is aware of each event and can plan to attend them.
- Hold multiple Ordeal weekends to make it easier for candidates with busy schedules to attend. Different locations are also useful for large geographic areas.
- Consider organizing lodge or chapter carpools to get candidates to Ordeal weekends.

Ideas to increase membership retention:

- Promote all events well before the date. Possible tools for accomplishing this include: chapter meetings, mailings, lodge-wide emails, phone trees, or handouts and displays at council/district activities and ordeals.
- Plan all events with the goal of making them interesting and fun. Including time for fellowship or special activities beyond service or training are two possibilities.
- Help new Ordeal members remain active with the lodge and become Brotherhood members. To do this the lodge and chapter could:

- Train elangomats to guide their clan members into through Brotherhood membership.
- Assign current Arrowmen as mentors to new Ordeal members.
- Regularly contact Ordeal members both with lodge announcements and personally to notify them about events and encourage attendance.
- Practice and discuss the obligation, song, signs of Ordeal membership, etc at meetings.
- Promote the Order at council events and camps through handouts, displays and/or presentations.
- Provide several opportunities for past and current members to register with the lodge each year. These could include: contacting members at council/district events, directly mailing registration forms, or training unit visitation teams to re-register past members who might have let their dues lapse.

Additional Resources

- *Order of the Arrow Handbook*
- *Guide to Inductions*
- *Lodge Leadership Development* (<http://lld.oa-bsa.org>)
- *Conclave Training Initiative* (<http://www.oa-bsa.org/resources/cti>)
- *Lodge Program Resource Book/CD-ROM*

Sample Target S.M.A.R.T. Goal

"Our lodge will work to increase our membership by 10%. We will hold three Ordeal weekends this year, and we will inform candidates of all dates and locations through personal contact by unit visitation teams in the chapters and by mailing a lodge flyer. We will also organize carpools to make sure all candidates have a ride. We will also implement a mentor program to help retain membership."

Our Lodge's Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation

3. The lodge inducted a minimum of 30% of its eligible Ordeal members into the Brotherhood.

Understanding the Requirement

Obtaining Brotherhood status serves as a sign that an Arrowman understands the purpose of the Order of the Arrow. Once an Arrowman is inducted into the Brotherhood, they are more likely to stay active and committed to the lodge and Order. New Brotherhood members can not only contribute to the lodge by serving as Elangomats, ceremonies team members or lodge leaders; they then help other Ordeal members into the lodge and chapter. Therefore, converting at least 30% of Ordeal members into Brotherhood members each year is a sign of a healthy lodge.

The Requirement In-Depth

- The 30% Brotherhood conversion rate is calculated by taking the total amount of newly-inducted Brotherhood members from the current year and comparing it with the total number of Ordeal members registered with the lodge at the end of the previous year. This means that the lodge must convert 30% of all Ordeal members, whether inducted in the previous year or before.
- If new Ordeal members remain active, they will be more likely to continue to support the lodge as Brotherhood members. First impressions are very important to encouraging activeness, because Arrowmen will wish to continue to the next step if they do not feel that their Ordeal experience was valuable. Therefore, improving the lodge's Ordeal ceremonies is vital to increasing Brotherhood conversion.
- The 30% Brotherhood retention rate in the requirement should not be a final goal, but rather a minimum. Strive for a higher mark, because a large number of Brotherhood members coincides with a stronger and more committed lodge. A conversion rate of 100% is often achieved by lodges.
- Elangomats and a clan system are good tools for providing the best possible Ordeal experience. However, every elangomat should be reliable and easily accessible to their clan members in order to maintain a bond with each candidate after the Ordeal.

Formulas for Success

- Begin recruiting at the Ordeal weekend, perhaps at chapter breakout meetings, and distribute complete lodge and chapter calendars along with invitations to the upcoming lodge and chapter events.
- 10 months after each Ordeal weekend, send a personal invitation to each new member to attend the next offered ceremony and earn their Brotherhood.
- Provide new members with resources that will help them obtain Brotherhood, such as the OA handbook, a lodge-produced guide, or information about Jumpstart (<http://jumpstart.aa-bsa.org>).
- Promote and provide ceremonies, leadership positions, camping, and High Adventure as opportunities to stay

active. Work to help members explore their own interests in the Order.

- Make sure that opportunities for Brotherhood induction are clearly marked on the lodge calendar.
- Follow the *Guide to Inductions* for planning and running all Ordeal weekends. Pay special attention to the training and use of elangomats as tools to keep clan members active onto Brotherhood status.
- Have a committee or vice chief devoted to the Ordeal process who encourages new members onto Brotherhood and helps elangomats complete their long-term responsibilities to their clans.
- Give recognition to elangomats who guide a certain number of their clan members to earning Brotherhood status during the following year.
- Pair new adult members with new youth and challenge the adults to mentor the youth to complete the five Challenges of Brotherhood Membership in ten months.

Additional Resources

- *Order of the Arrow Handbook*
- *Guide to Inductions*
- *Jumpstart* (<http://jumpstart.aa-bsa.org>)
- *Conclave Training Initiative* (<http://www.aa-bsa.org/resources/cti>)
- *Lodge Leadership Development* (<http://lld.aa-bsa.org>)

Sample Target S.M.A.R.T. Goal

"Our lodge will train all designated elangomats before each Ordeal weekend about how to keep new members active and interested long after the event. After the Ordeal, our Vice Chief of Elangomats will contact all the elangomats each month and ask about their clans' progress towards Brotherhood."

Our Lodge's Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation

4. **The lodge conducted one or more Lodge Leadership Development (LLD) courses with qualified instructors and used the current LLD materials (available at www.oa-bsa.org) to train lodge and chapter officers, lodge and chapter committee chairmen, and their advisers. Collectively, the LLD courses were attended by a minimum of 75% of all members eligible to attend.**

Understanding the Requirement

Lodge Leadership Development is an integral part of a lodge's year-round training efforts. With every OA event comes an opportunity for quality training to take place. This is especially necessary since a leader cannot be "developed" in a single weekend. Most lodges recognize that not everyone can make it to a single event, so multiple training opportunities are necessary. In addition, this keeps information fresh in people's minds, helping to remind them of their roles as servant leaders and to develop their bank of leadership skills and talents. LLD, in particular, should be a program to improve the leadership skills and enhance the knowledge of the leaders in your lodge. Training is the foundation of a quality program; competent, knowledgeable leaders are the ones who are empowered to facilitate the lodge's success. Effective training, coupled with experiential opportunities for growth, is the best teacher.

The Requirement In-Depth

- Every trainer should be well prepared and knowledgeable of the subject for which he is to facilitate a session.
- National materials available online should be used to provide a consistent, uniform training experience. The sessions are to always be presented at full-length, as indicated by the syllabus documents.
- Frequent LLD "mini-seminars" should be held in addition to an annual weekend LLD event so that training becomes a normal part of lodge functions.
- Lodge and chapter officers, committee members, and advisers all need to be trained. Rely on past experienced officers to train people in new positions.

Formulas for Success

- Hold a Train-the-Trainer workshop for all LLD trainers prior to training events and seminars.
- Send formal invitations to the expected participants.
- Form a Leadership Development committee to facilitate the planning of all training sessions, as outlined in the *Guide for Officers and Advisers*.
- Recruit leaders from neighboring lodges or the section leadership to help train topics for which your lodge may need to build more strength.
- Present a full-length session during an LEC meeting that coincides with current topics of discussion and/or planning (e.g., a session on unit elections to prepare for the upcoming unit election season).
- Create an annual training calendar to pinpoint monthly training topics, centered on the lodge calendar.

Additional Resources

- *LLD Planning Guide*
- Philmont LLD Training Course
- *Guide for Officers and Advisers*

Sample Target S.M.A.R.T. Goal

"Our lodge will create an annual training calendar that shows which training session will be trained for each month, who would be a good trainer for each, and what event and/or LEC meeting the session will be trained at. The calendar will be distributed to all lodge and chapter leaders within 30 days of our annual planning retreat."

Our Lodge's Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation

- 5. The lodge completed service projects for the council camp or service center, and a council-approved community service project. A written report for each project was included in the lodge annual report. During the year, lodge members contributed an average of three hours of service per person.**

Understanding the Requirement

As an "integral part of the council" according to the "Mission of the Lodge," it is the lodge's responsibility to give service not only to local Scout units and communities, but also to the council. Service projects that benefit the council directly or help communities show the lodge's commitment to supporting the larger Boy Scout program in its local area. Not only is it the right thing to do, but service to the council also helps build a strong and cooperative relationship between the lodge and the council. Examples of service inspire young Scouts to become Arrowmen and they give a positive image of the lodge to the council's volunteer leaders who are not associated with the Order. Including reports of all service projects is just one way to give an accounting of the lodge's service to its members and the council. With two council service projects in addition to the lodge's other projects through the year, amassing three service hours per member should not be very difficult. As the Brotherhood of Cheerful Service for the council, the lodge and its members must set the example by leading a life of cheerful service.

The Requirement In-Depth

- This requirement allows service hours gained through lodge and chapter projects to be added to each lodge member's year-end total.
- With hours from lodge, chapter and the two large council projects, it should be easy for the lodge to reach three hours per member. Therefore, the LEC should set and promote a higher goal for the lodge to make sure it is giving as much service as it can.
- The service projects should be examples of good leadership and planning to any observers. The lodge should put real effort into the projects to make them as meaningful and lasting as possible.
- Project summaries should include details of the project's purpose and significance. They should also include statistics about how many Arrowmen helped and for how long each member contributed. The summaries should also evaluate the success and difficulties of the project to help lodge and council leadership in future projects.
- For more details on lodge annual reports see the workbook page for Requirement #10.

Formulas for Success

- Include fellowship activities with service projects to increase participation. Use fun events to entice members, but make sure they do not override the intended service either. All service should be meaningful.
- Utilize already available resources like Ordeal weekends to hold member service projects. Make sure all members at such events contribute to the service.

- Form a service committee or appoint a lodge vice chief to work with the council to help procure ideas for quality service projects. The lodge committee will then organize and run service events.
- Provide lodge members with training on how to organize and carry out service projects.
- Encourage chapters to make one meeting a year a service meeting and hold chapter service projects.
- Create an annual service calendar to pinpoint monthly service ideas. Include this calendar in the lodge's normal calendar and distribute it to all members.
- Provide opportunities that satisfy other Scouting requirements and goals to draw a larger attendance.

Additional Resources

- *Guide for Officers and Advisers*
- *Lodge Program Resource Book/CD-ROM*
- *Lodge Leadership Development* (<http://lld.oa-bsa.org>)

Sample Target S.M.A.R.T. Goal

"Our lodge will promote service throughout the year by creating a list of quality service projects. A lodge service committee will be formed. They will make the list and make sure that it is incorporated into our yearly calendar. The lodge will then distribute copies of the calendar to all members at the beginning of the year. A summary will be written for every project, which will include the total amount of service hours and the number of lodge members participating. The lodge service committee will collect all reports and keep a running total of service hours."

Our Lodge's Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation

6. **After contacting each troop and team in the council, the lodge conducted elections in every unit desiring an election. The election teams were trained and all team members were in proper uniform during each unit election.**

Understanding the Requirement

The OA unit election fulfills the first purpose of the Order, and new Arrowmen are the future of the Order. Without inducting plenty of new members each year, the lodge's youth leadership will age out of the program and leave the program stagnant. Holding elections in all willing units is the first stage in the inductions process, and it is just as important as quality Ordeal weekends or ceremonies. Training election teams in every chapter and providing each team with all necessary resources is one of the lodge's primary responsibilities. Along with camping promotion visits, elections are rare opportunities for Arrowmen to come directly into units and personally explain the Order, its purpose and its programs to non-members. Through lodge and chapter cooperation, skilled teams can give every unit in the council a proper election that will give the Order new members and help foster better communication with the unit.

The Requirement In-Depth

- Communicating with units is crucial to successfully completing this requirement. Having a strong troop/team representative program in the lodge and council gives the lodge ambassadors in each unit who can help set up elections and then personally make sure elected candidates attend an Ordeal weekend.
- The *Guide for Officers and Advisers* contains the official script to be used by elections teams along with more information about holding elections. The *Guide to Inductions* also explains how to set up and train election teams. Both of these resources are important to having good elections around the lodge.
- Remember that unit elections must take place before the lodge's Ordeal weekends. As the first step in the inductions process, elections should take place early in the year.

Formulas for Success

- Elect or appoint a lodge vice chief over unit elections and gather a committee representing every chapter to manage elections within the lodge.
- Have the lodge make sure every chapter has contact information for all units and leaders in its district. Contact district executives for most recent contact information.
- Hold one or more lodge-wide unit elections training weekends open to all chapters and teams. Hand out unit election forms and any other necessary supplies for each team.
- Establish a deadline early in the year for contacting all of the council's units. Also make a deadline for holding unit elections and include all dates on the lodge calendar.
- Promote unit elections, training and all deadlines in the lodge newsletter and website.

- Reward chapters with trained unit visitation teams and who contact all of the units in their district(s).
- Reward individual Arrowmen for becoming trained and helping administer multiple unit elections.

Additional Resources

- *Guide for Officers and Advisers*
- *Guide to Inductions*
- *Lodge Leadership Development* (<http://lld.oa-bsa.org>)

Sample Target S.M.A.R.T. Goal

"Our lodge will offer unit elections training at its LLD weekend in November for all teams in the lodge. We will then set two deadlines. All units must be contact by February 1st to offer elections, and all elections must be completed by March 1st. The lodge unit elections committee will contact chapters every two weeks to assess unit elections progress and to provide new materials."

Our Lodge's Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation

- 7. Following a review of the Order of the Arrow 2003 – 2007 Strategic Plan, the lodge Key 3 met with the Scout executive and members of the council executive board to identify ways for the lodge to be more effective in cooperating and coordinating with council programs and events. The lodge calendar permits members to actively participate in unit, district, and council events.**

Understanding the Requirement

The *Order of the Arrow 2003-2007 Strategic Plan* states that the Order of the Arrow is an integral part of every council. To help ensure this, your lodge Key 3 must meet with the leaders of the council each year to review how the lodge is working to help the council achieve its mission.

The Requirement In-Depth

- A meeting between the Key 3 and the council allows for more effective communication by both the lodge's youth and adults with the council.
- Meeting to discuss any areas of emphasis or changes in the council's strategic plan allows the lodge leadership to then refocus the lodge's plans to coincide with the council's vision.
- The meeting of the Key 3 also allows the lodge leadership to coordinate how to overcome any obstacles in person with the council leadership.

Formulas for Success

- Provide the *Order of the Arrow 2003 – 2007 Strategic Plan* to the Scout Executive, Staff Adviser and council office.
- Publish one lodge calendar that compiles both council and lodge events. Planning of lodge events should be coordinated with the council calendar to resolve any conflicts. The lodge calendar should also promote service and commitment to members' units.
- Provide lodge update reports to the council executive board on a regular basis.
- Encourage the Scout executive to have the Lodge Chief on the council executive board to increase communication and promote a better working relationship between the lodge and the council.
- Ask the Scout executive and council executive committee to identify areas in the *Order of the Arrow 2003 – 2007 Strategic Plan* for the lodge to emphasize.
- Help the chapters coordinate with the district committees to implement council plans at all levels.
- Ask the Scout executive to, or have other lodge or council leadership, communicate the council strategic plan to the lodge at every LLD course.

Additional Resources

- *Guide for Officers and Advisers*
- *Order of the Arrow 2003 – 2007 Strategic Plan*
- *Conclave Training Initiative*
(<http://www.oa-bsa.org/resources/cti>)

Sample Target S.M.A.R.T. Goal

"Our lodge will ask the council Scout executive to attend and inform the lodge of the council strategic plan at the first LLD course this year. The Key 3 will meet with the Scout executive and council executive board before the LLD to discuss the Order of the Arrow 2003-2007 Strategic Plan and the council strategic plan, and agree on a vision to promote both of them."

Our Lodge's Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation

- 8. The lodge leadership actively participated in the development and implementation of the council's plan for the promotion of the council camping, high adventure, and other outdoor programs. Working closely with district and council leadership, the lodge camping promotion committee helped establish and conduct promotional contacts to a minimum of 75% of the troops and teams in the council as of June 30, 2006.**

Understanding the Requirement

Camping is fundamental to Scouting and the Order. Nature provides a unique environment for Scouts to learn and use many skills, from knot-tying to leadership. As honor campers, Arrowmen have a duty to promote camping on a unit by unit basis throughout the council. Camping promotion has many benefits, including increased attendance at council camps, more unit camping trips, and ultimately better Scouts. By visiting units individually and working with the council to develop advertising materials and camping resources, the lodge is fulfilling one of its most important responsibilities to the Scouting program.

The Requirement In-Depth

- While the lodge must only contact 75% of the council's registered units to complete this requirement, the lodge should set its goal for 100% of the units.
- Notice that this requirement only requires contacting units about camping and not necessarily having a camping promotion team visit each unit. However, the purpose behind the requirement is to ensure that every council unit has a strong camping program, and this is best-accomplished by directly providing information and resources to each unit through a personal visit.
- While unit visitations are best done by local chapters, the lodge still has an important part in the process. The lodge can support its chapters by developing lodge resources, distributing those resources around the council and helping to train chapter visitation teams.
- Lodge visitations can be done at the same time as yearly elections or at a separate time.

Formulas for Success

- Start contacting units and scheduling visits at for before the beginning of the year. Units are often very busy and the deadlines for council camp registration are usually in the spring.
- Work with the council to develop camping promotion materials for unit visitation teams. These could include registration forms, fliers, a short video, a computer presentation and/or a syllabus.
- Offer lodge training for all unit visitation teams and ensure that promotion materials are distributed to each team.
- Make a "Where to Go Camping Guide" to give units many ideas for places to camp. The *Manual for Producing a "Where to Go Camping Guide"* is an excellent resource for this.
- Promote camping and council camps at lodge, chapter and council events.
- Teach outdoor-oriented classes or have outdoor activities at OA can council events.

- Create or add to camper scholarship programs, and help promote and explain them to every unit through presentations, mailings or handouts.
- Create a mailing for all Scoutmasters discussing the benefits of the council's outdoor programs.
- Encourage lodge members and other Scouts to serve on camp staffs. This can promote camping to younger Scouts in units by example.

Additional Resources

- *Guide for Officers and Advisers*
- *Manual for Producing a "Where to Go Camping Guide"*
- *Lodge Program Resource Guidebook*

Sample Target S.M.A.R.T. Goal

"The lodge will contact 100% of the council's troops and teams and visit all willing units with lodge-trained camping promotion teams. The teams will promote camping at council summer camps, high adventure bases, and within the council by handing out the lodge's Where to Go Camping Guide."

Our Lodge's Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation

9. The lodge contributed cash, materials, or both, to the council in an amount equal to at least \$2.00 per lodge member.

Understanding the Requirement

The job of the Order is to enhance the Scouting program. Contributing cash, materials, time, and labor are all ways that a lodge can support its council and the Scouts it serves. Councils put forth a great deal of effort making sure that the Scouting program continues. Whether the lodge improves a camp or organizes and hosts an event, the council benefits. Any support the lodge provides allows the council to focus greater attention and resources on other important areas that will help the Scouting program. Besides, helping the council is a form of cheerful service.

The Requirement In-Depth

- Have a list of suggestions that the contribution could be spent on. Make sure to estimate any costs.
- A lodge treasurer should monitor the lodge budget to determine when the contribution goal has been met and how much additional work is needed.
- Think of the \$2.00 per member figure not as a limit, but use it as a minimum goal. Be ambitious but remember to keep track of all contributions and not spend more than the lodge budget will allow.
- Ideas on how to acquire the funds for the council should be generated by the LEC. The LEC should also be the ones to lead the planning and gathering of the donation.
- In addition to cash or materials, the lodge can provide manpower and time to better serve the council beyond the Quality Lodge requirement.
- Promotion of the contribution and its purpose will help lodge members see how the lodge is supporting the council as well as how each member can help.

Formulas for Success

- Meet with the Scout executive to ask what form of donation would best benefit the council and what the contribution's purpose might be.
- Many possibilities exist beyond traditional donations of just money. It might be a good idea to look for more unique and possibly more meaningful contributions.
- Some other possible contributions include:
 - Provide materials and manpower to improve the council camp(s).
 - Sponsor a council publication.
 - Donate materials for a special council event/project, such as a recognition banquet, and then provide staff and time to carry it out.
- Possible sources of donation include:
 - Add \$2.00 to each member's annual dues.
 - Hold a special fundraiser event or drive.
 - Promote the lodge store more or increase the products it carries to help boost revenue.
 - Create a fundraiser OA flap or other item.

Additional Resources

- *Guide for Officers and Advisers*
- *Lodge Program Resource Book/CD-ROM*

Sample Target S.M.A.R.T. Goal

"Our lodge will host a spaghetti dinner and a raffle fundraiser on February 23rd. All of the profit from the dinner will go towards a water heater and roofing supplies for the council camp, which members will help to install during the next Ordeal weekend."

Our Lodge's Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation

10. The lodge submitted an annual report of accomplishments to the council executive board.

Understanding the Requirement

Supporting the council means that the lodge must communicate regularly with the council. A final report for the year is a good place for the lodge to tell the council about all of its achievements, from induction numbers to how the lodge has supported the council's Cub Scouts. This also provides the lodge with a great opportunity to strengthen relations with the council and improve its reputation as an important and productive part of the council. Moreover, a final report can also be distributed to lodge members and other Scouts and Scouters in the council to show them how much the lodge has done over the past year and give them ideas for how to improve the lodge in the future.

The Requirement In-Depth

- Be creative when making the year-end report. Written summaries of lodge actions will provide the council with information, but other forms of communication will help them better understand the lodge's achievements. Including pictures and first-hand accounts of lodge activities will give board members a personal view. Giving a formal presentation of the report using a slideshow or other means will also help make the final report more engaging and lasting.
- The annual report is a great opportunity for the lodge to sum up its past and begin working with the council to develop ideas for the coming year. The report's presentation can be a multi-purpose meeting with the council that combines assessment with planning.

Formulas for Success

- Remember to include information about the lodge's service projects and service hours in the final report. Include pictures and any other materials that will help convey the projects' meaningfulness.
- Assign a small group of lodge and chapter officers to create specific parts of the report.
- Have the lodge chief oversee the report's creation and frequently check on its writers' progress.
- Set a timetable from completing the final report and distribute copies to all officers working on the project.
- Have youth leadership present the annual report in person to the council executive board. This will allow the council leadership to ask questions and make suggestions for the coming year directly to the lodge leadership.
- Send copies of the written report to the council executive board a week before the face-to-face meeting to allow the board members to read it and prepare questions.
- Make the annual report available to all lodge members on the lodge website. Also, announce that it is available in the lodge newsletter.
- Give copies of the report to other parts of the council, including the council camping committee and service committee.

Additional Resources

- *The Official National Order of the Arrow Web Site* (<http://www.oa-bsa.org>)
- *Guide for Officers and Advisers*
- *Order of the Arrow Handbook*
- Annual Report Template on National OA Web Site

Sample Target S.M.A.R.T. Goal

"Our lodge chief will assign each of the lodge vice chiefs with a section of the annual report to write. The chiefs will complete the report by December 1st and the report will be presented to the council executive board at its December meeting. The lodge chief and all of its writers, along with our lodge adviser and staff adviser, will personally present the report. Following the presentation, an electronic copy of the annual report will be placed on our lodge website."

Our Lodge's Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation

11. In addition to contributions made in item 9, the lodge made a minimum contribution of \$1000 to the council's endowment fund.

Understanding the Requirement

The mission of the lodge states that it is "an integral part of the Boy Scouts of America in the council". The council endowment fund provides the council with a resource to ensure its future financial stability. All money donated to the council endowment fund never goes away. Instead the donations grow and generate interest every year that is used in the operation of the council. The lodge's donations are important to the survival of the endowment fund. By supporting and donating to the council endowment fund the lodge sets the example and is working directly with its mission in mind.

The Requirement In-Depth

- The donation should be made to the council with the clear understanding that it is being contributed to the council's endowment fund.
- The contributions can be made throughout the year or in one lump sum, but must total at least \$1000.
- The lodge must make sure to follow through any early commitment of a donation.
- A positive working relationship with the council ensures good communication with the lodge, and it allows the lodge to better achieve its other goals.
- The lodge needs to assert and maintain ownership of its duties as a lodge to the council and its members.
- The lodge and chapter officers, Advisers, and members should be aware of the donation(s) being made, and all gifts should be approved as a lodge expense.

Formulas for Success

- Different fundraising ideas include:
 - Create a patch or lodge flap sold specifically to fund a lodge donation to the council.
 - Plan a fundraising event/dinner for the lodge/chapter, sell tickets and donate the profits made from the sales.
 - Plan, promote, and carryout a patch auction/trade-o-ree where the profits from ticket sales or the auctioned items will be donated.
 - Hold a collection for the council endowment at each lodge/chapter event, and record and donate all of the contributions.
- Educate the members of the lodge about the definition and purpose of the council endowment fund.
- The LEC may choose to make the contribution in the form of a James E. West Fellowship to honor a member of the lodge.

Additional Resources

- *Guide for Officers and Advisers*

Sample Target S.M.A.R.T. Goal

"Our lodge will plan, promote, and carry out an annual lodge fundraising dinner on the third Saturday of every March that will include food and entertainment. All of the profits from ticket sales will be used in whole or as part of the \$1000 to be donated to the council endowment fund."

Our Lodge's Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation

12. The lodge published a Where to Go Camping pamphlet, CD, or information on the lodge or council website which has been updated within the last three years.

Understanding the Requirement

One part of the "Purpose of the Order of the Arrow" is to, "promote Scout camping." As honor campers, Arrowmen are uniquely prepared to help their fellow Scouts get the most from their camping experiences. Promoting where good local locations for camping are is one way the lodge can support camping in Scouting. By preparing and distributing resources for units to decide where to hold their events, the lodge is providing a practical service to unit leaders and Scouts. A Where to Go Camping guide promotes camping and helps build strong leaders who might one day become members of the Order.

The Requirement In-Depth

- The requirement specifies several different types of media that the lodge can use for its Where to Go Camping resource. Since each of these different formats has unique positive and negative aspects, the lodge might consider using all of them to reach the largest possible audience.
- Since the resources are targeted at the council and not just the lodge, make sure to work with the council in making any Where to Go Camping guide. Council leadership can be helpful in producing the resources, and units can be useful sources of location ideas.

Formulas for Success

- Form a permanent committee to make a Where to Go Camping resource during the coming year, and then to evaluate and extend it every year after.
- Ask for information on camping places from all parts of the lodge and council, whether through mailings to units or personal presentations to districts or the council.
- Do not only rely on Arrowmen for submissions.
- Contact neighboring lodges to gain ideas for locations that still mutually useful to the local council's units.
- Prepare ideas for every type of Scouting audience, from Cub and Webelos Scout overnights to Venture crew high adventure trips.
- Include camping sites outside the council, especially if opportunities within the council boundaries are limited.
- List Scout camps, public campgrounds and local parks if appropriate.
- Make every entry meaningful by using detailed and accurate information. Talk to people who have actually visited each site to get specific and helpful insights.
- Encourage chapters to develop Where to Go Camping publications for their local districts and units.
- Make a website searchable by the desired area, district, and/or type of camping.
- If the resource is a book or website that can not be copied easily or cheaply for distribution, create pamphlets or other items to help promote the existence and location of a Where to Go Camping guide.

- Promote the Where to Go Camping resources at all lodge, council and district events through handouts, presentations, training sessions or demonstrations.
- Advertise the Where to Go Camping guide in both the council and lodge newsletters and websites.

Additional Resources

- *Manual for Producing a "Where to Go Camping Guide"*
- Local, state and federal government agencies
- Commercial guidebooks on camping locations
- Publications from other outdoor recreation groups

Sample Target S.M.A.R.T. Goal

"During the coming year, our lodge will form a new permanent committee to research and prepare a new Where to Go Camping resource for the council during the coming year. The committee will work with the council to ask for submissions from every chapter and from local units, which the committee will then make into a website to be included on the council's web page. The committee will complete their work by October and the lodge will distribute fliers advertising the website during the winter months to every unit in the council."

Our Lodge's Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation

13. Each ceremony team member memorized his part and each ceremony was presented in an effective and impressive manner in accordance with the official ceremony books and the Guide to Inductions.

Understanding the Requirement

The Order's ceremonies are profound and moving events that often last with Arrowmen throughout their lives. Every Arrowman should experience inspiring and high-quality ceremonies. This means that ceremonies are memorized and well-performed by a practiced team. Working hard to improve ceremonies is simply a kind way to repay candidates who have worked hard through Ordeal weekends and lodge activities to further their membership in the Order. Ceremonies are unique opportunities to motivate and stir Arrowmen. When they inspire a new member they fuel the spark of a bright future.

The Requirement In-Depth

- In addition to the individual ceremony team's preparation and performance, the lodge can help improve ceremonies overall through leadership in organizing and training teams.
- A great deal of work has been put into making the ceremony books the best possible resource for teams throughout the Order. By holding to the practices and ideas within the ceremony books, teams can make their ceremonies inspiring and memorable events. Memorizing ceremony parts, in particular, is prescribed by the official ceremony books and really does add to the quality and impact of the ceremonies.
- Ceremony teams must make sure to be respectful in their presentation both to participants and the spirit of the ceremonies. Ceremonies are serious and meaningful events and should be treated as such.

Formulas for Success

- Make ceremony preparation a year-round process by beginning practices by the beginning of the year for new teams and continuing them after the Ordeal season to keep teams fluent with the ceremony.
- Make sure ceremonies are attended by no more than 30 candidates or participants to improve quality. Hold multiple ceremonies possibly with multiple teams to ensure the best possible experience for everyone.
- Train multiple teams for each ceremony to ensure that experienced back-up ceremonialists are available and that extra ceremonies can be held for events with attendance that is higher than expected.
- Organize a lodge or chapter weekend event to teach performance skills and the construction of appropriate, authentic and respectful ceremony regalia.
- Elect or appoint a lodge vice chief and/or committee to help organize, train and assign ceremony teams for every lodge event. In addition, they would help develop lodge resources like guidebooks, classes, or a group of lodge ceremony trainers to help ceremonialists.
- Establish and maintain a lodge certification program to control the quality of ceremonies.
- Create lodge incentives for ceremony teams, which could include holding competitions using the guidelines

set down in the *Field Operations Guide* to determine which team is best-qualified to perform at an event, or rewarding superior teams and individuals with a recognition item like a patch.

- Encourage ceremony teams to perform at section conclaves to gain experience and receive feedback from knowledgeable judges.

Additional Resources

- *Guide to Inductions*
- Ceremony Books
- *Field Operations Guide*
- *Lodge Program Resource Guide*
- *Order of the Arrow Handbook*

Sample Target S.M.A.R.T. Goal

"Our lodge will establish a ceremony committee who will hold a lodge-wide ceremony training weekend. The weekend will include classes on memorization, regalia construction, and understanding and using the *Guide to Inductions*, among others. A lodge ceremony competition will also be held to give every team a useful and detailed assessment."

Our Lodge's Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation

14. The lodge Key 3 met at least six times during the year to discuss the progress of the lodge.

Understanding the Requirement

The Key 3 is made up of the Lodge Chief, Lodge Adviser, and Lodge Staff Adviser. This group oversees all of the lodge's workings and guides the LEC and lodge leadership in running the lodge. The Key 3 is also important in setting goals for the lodge and serving as a link with council leadership. Several opportunities for Key 3 meetings are even included in the requirements for Quality Lodge, including an annual meeting with the Scout executive and council executive board that will probably require its own pre-meeting of just the Key 3. Frequent meetings of the Key 3 allow for initial goal setting at the first of the year and later progress checks. The last meeting of the year should involve a closing report with final thoughts and a summary of everything that was done over the year, both positive and negative. Plus, it is never too early to think about ideas for next year. Meetings between the Key 3 are important because planning is always the first step to running a successful program.

The Requirement In-Depth

- This requirement does not really specify what must happen at each Key 3 meeting. Meetings can be long or short depending upon circumstances, but what is most important is regular communication between the lodge chief and Advisers.
- This requirement should serve as a minimum goal because Key 3's that meet less frequently will probably not be able to successfully monitor and guide the lodge.
- For six meetings in a year, space the meetings for every two months in an easy and central location.
- Contact info between the Key 3 should always be up-to-date and readily accessible.
- Because he is the most likely to need it, the Advisers in the Key 3 should make sure the Lodge Chief has transportation to all meetings.
- Meeting in person is always the best method of communication. However phone conferences can work as substitute for an occasional meeting.

Formulas for Success

- Schedule the meetings in advance so they can be marked on the calendar.
- If there is a Scouting event that all of the Key 3 must attend, plan to find time during the event to discuss any important issues.
- Make sure someone takes minutes at the meeting and that everyone receives an agenda at least a week before the conference.
- Phone or e-mail a reminder a few days before each meeting.
- Build the Key 3 into a strong team through the meetings. Making meetings comfortable and bonding will help ensure better communication and leadership by the group. Possibly hold meetings along with food and refreshments.

- Begin keeping a folder of material for a closing report each year that can be passed on to the new lodge chief.
- Throughout the year, publish the goals the Key 3 establishes to inform the lodge they want to do and what progress has been made.

Additional Resources

- *Guide for Officers and Advisers*

Sample Target S.M.A.R.T. Goal

"Our lodge's Key 3 will meet the first Friday of every other month starting in January. Contact information will be exchanged between Key 3 members, including phone numbers, e-mails, and addresses. The lodge chief will write the agenda a week before every meeting, and will also make a closing report just before the end of his term."

Our Lodge's Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation

15. The lodge provided manpower, resources, and/or program assistance in support of the Scout council's Cub Scout outdoor program and Webelos transition to Boy Scouts.

Understanding the Requirement

The Cub Scout outdoor program and Webelos transition to Boy Scouts are integral parts of the success and survival of the Boy Scouts of America, as a whole. The Cub Scout program lays the foundations for future leaders in both the Boy Scouts and the Order of the Arrow. Supporting the Cub Scout program is important to the Order's future because it helps build stronger councils and helps encourage more Cub Scouts to continue on as Boy Scouts. Setting the example and helping the Cub Scout program is another way the lodge can ensure its future prosperity. The Cub and Webelos Scout programs are the roots of the Scouting tree and the first stage of development for Arrowmen of the future.

The Requirement In-Depth

- By supporting Cub Scout camping in the council, the lodge helps make future "honor campers" and thus promotes the Order's founding purpose.
- Promoting Cub Scout activities increases the council's Cub Scout membership retention rate.
- Communication is important to maintain a working relationship and reputation with the council's Cub Scout program.
- The need for extra manpower, resources and/or program assistance to support the council's Cub Scout program and the transition of Webelos can be determined by maintaining a positive relationship with packs in the council.

Formulas for Success

- Establish and maintain good communication with council/district Cub Scout leaders to identify how the Order can support their program and upcoming events.
- Promote camping and provide support by staffing day and resident Cub Scout camps.
- Prepare and provide crossover ceremonies for Arrow of Light Awards presented by council packs.
- Plan, promote, and carry out a special Webelos Woods event or Cub Scout pow-wow with activities and instruction run by the lodge.
- Provide Where to Go Camping materials and resources to Cub Masters.
- The lodge and/or chapter should organize and implement an activity just for Cub and Webelos Scouts at the annual council/district Scout-O-Ree or Scout Expo.
- Invite Cub and Webelos Scouts to the annual section conclave for Saturday afternoon activities planned just for them.

Additional Resources

- *Guide for Officers and Advisers*

Sample Target S.M.A.R.T. Goal

"Our lodge will organize and train a crossover ceremony team, which will meet biweekly to train. The lodge will then contact all Cub Masters in the council and offer the lodge as a resource to the packs for their crossover ceremonies."

Our Lodge's Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation

16. Within the last two years, two youth attended a National Leadership Seminar and completed their contracts, and one adult attended a National Lodge Adviser Training Seminar and completed the required discussion with the Scout executive.

Understanding the Requirement

Proper training is crucial to making leaders successful, and the lodge is full of youth and adult leaders who change jobs regularly. Whether an Arrowman is new to the Order or just new to his position, quality training is helpful because it shows the Arrowman how to do his job and do it well. National Leadership Seminars (NLS) and National Lodge Adviser Training Seminars (NLATS) are two of the best training opportunities available to the lodge and should be attended by as many lodge members as possible. By making sure that members attend and fully complete each program, the lodge is reinforcing the strength of its leadership.

The Requirement In-Depth

- National Leadership Seminars are open to both youth and adults in the Order and the lodge should promote the program to both groups. An NLATS is a smaller and more in-depth program and participants at National Lodge Adviser Training Seminars should have previously attended an NLS. Therefore, the lodge should spend more time promoting the NLS to members at large.
- This requirement should serve only as a bare minimum number of lodge members attending the seminars. Both programs really are unparalleled in quality when compared with other Scout and non-Scout training. Rather than simply sending two youth and one adult, the lodge should aim to fill as many participant seats as the region will let the lodge have.
- Completing the seminars is even more important than just attending them. The projects assigned to participants at the end of each event are useful tools for members to use and retain the lessons learned at the training. The lodge should support seminar attendees and work with them to make sure they complete their final projects and finish the training.

Formulas for Success

- Have the lodge Key 3 use the NLS registration materials to develop a plan that will allow as many lodge and chapter youth leaders attend the event as possible. A similar plan should be made to determine adults to participate at an NLATS.
- Assign lodge and chapter leaders to make sure youth participants can and do attend the NLS. Leaders could help organize carpools or call participants to remind them before the event.
- Create an under-writing or scholarship program for lodge youth attending an NLS to help them pay for registration fees.
- Promote both of the seminars through lodge publications like the website and newsletter, and through presentations at lodge and chapter events.

- For all promotions, include testimonies from members who have previously attended an NLS.
- Publish and promote NLS/NLATS dates as soon as they are available. The dates for seminars can be found on the region website and on the back of copies of the *National Bulletin*.
- Assign past NLS and NLATS participants as mentors to work with youth and advisers on finishing their contracts.

Additional Resources

- OAWest, the Western Region website (<http://western.oa-bsa.org>)
- The Official National Order of the Arrow Web Site (<http://www.oa-bsa.org>)

Sample Target S.M.A.R.T. Goal

“The lodge will promote the NLS and NLATS programs through lodge publications, and will work to make sure all registered participants attend the events. To achieve this, the lodge will set up a scholarship program funded by trading post purchases to help pay youth attendees’ fees. The lodge will also create a mentor program to help participants complete their contracts after attending.”

Our Lodge’s Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation

17. The lodge created a plan to serve the OA Scoutreach Mentoring Program. The plan was approved by the Scout executive or the council Scoutreach committee and was included in the lodge annual report.

Understanding the Requirement

The Scoutreach Mentoring Program is a joint effort of the Order and the national Scoutreach Division to help units meet the needs of their Scouts. The program is targeted particularly at rural and urban units whose resources might be limited or who face economic or social disadvantages. The Scoutreach Mentoring Program is simply the name of the Order's efforts to support the larger Scoutreach Division in its mission. As representatives of the Order within the council, the lodge has a part to play in helping the council assist Scouts through Scoutreach. Essentially, the Scoutreach Mentoring Program assigns Arrowmen as mentors to units identified by the council and districts. The Scoutreach Mentoring program is available to all units even if they are not in the Scoutreach program. The mentor(s) then work with the unit to provide service, leadership and resources to help the unit improve its programs. Scoutreach Mentoring is a great way for Arrowmen and the lodge to benefit individual Scouts and create a stronger and more inclusive Scouting program.

The Requirement In-Depth

- The Scoutreach Mentoring Program is very flexible; both in its wide reach to different kinds of units and its ability to personally fit each one. Every unit will have unique needs, so the lodge must work individually with each unit leader and mentor to provide the specific support necessary. The lodge must take special care to find the right mentor for each unit.
- Cooperation with the council is vital to this requirement. It is important to remember that the lodge's role is simply to support the council in its various Scoutreach efforts. The lodge must work with the council and districts when creating, implementing and evaluating its Scoutreach Mentoring Program.
- Many Arrowmen might not be familiar with the Scoutreach Mentoring Program, so it might be necessary to provide some general education to the lodge membership. The Lodge Leadership Development program provides a training unit on the basics of Scoutreach Mentoring in lodges.

Formulas for Success

- Contact the council Scoutreach program to offer the lodge's support and discuss how the lodge can best help. Then draft a plan of exactly how the lodge will serve the Scoutreach program in the council and have the Scout executive approve it.
- Encourage chapters to contact districts to help with Scoutreach.
- Create a lodge service committee to administer and oversee the Scoutreach Mentoring Program in the lodge. Appoint a chairman and adviser for the committee who are interested and who can be dedicated to their positions.

- Request and use input from the council and districts to create a master profile of council units who might best benefit from the Mentoring program. The district and council camping and advancement committees might be able to help the lodge find candidate units.
- Contact troop leaders and offer Scoutreach mentoring. Be sure to explain the program and how the lodge and council can help the unit.
- Assign two or more mentors to units that need more assistance, or just to help spread out responsibilities. Placing both an adult and a youth mentor in units might be a good strategy.
- Create and distribute resource materials for all mentors in the council. The needed materials will probably vary between mentors, but they could include camping promotion or advancement materials.
- Offer lodge training events or materials for aspiring mentors.
- Recognize successful mentors with the Order of the Arrow Scoutreach Mentor Award.

Additional Resources

- *Order of the Arrow Scoutreach Mentoring Program* (<http://www.aa-bsa.org/programs/scoutreach/>)
- *Scoutreach Division of the Boy Scouts of America* (<http://www.scoutreachbsa.org/>)
- *Lodge Leadership Development* (<http://lld.aa-bsa.org>)

Sample Target S.M.A.R.T. Goal

"Our lodge service committee will get a copy of each district's advancement records, identify candidate units and put them into a master profile. We will then contact every candidate unit and explain the Scoutreach mentoring program. We will then assign and train mentors for every willing unit."

Our Lodge's Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation

18. The lodge produced and distributed (by hardcopy, email, or lodge website) a minimum of four newsletters to its members and contributed articles to the council's newsletter or website. Lodge websites conform to the council's website policies.

Understanding the Requirement

Communication is easily the most important ingredient to making any organization function well. Scouting and the Order are no exception. The lodge's newsletter and website are important tools of communications because they are accessible to members of the lodge and the council. Both forms also provide a meaningful record of the lodge and chapters' activities, and give members contact information for lodge leaders. In order to keep the lodge informed about current activities and upcoming events, the newsletter and website updates must be published regularly. Working with the council's newsletter and websites will also help the lodge members of entire council informed about its activities. The lodge also has the responsibility to keep its website in line with council website policies to make sure the lodge properly addresses the unique challenges and risks posed by the internet.

The Requirement In-Depth

- The lodge website should be updated as often as possible. This can be done adequately by publishing a newsletter each quarter and updating the website twice a month.
- Publishing the newsletters in multiple forms (mailings, website postings, handouts at events, etc.) will make sure they are as accessible to members as possible.
- Adhering to the council's website policies will make sure the lodge website is acting appropriately and responsibly representing the Boy Scouts of America. Working well with the council is also helpful for making sure lodge events and activities are reported on the council website.
- Communicating through both lodge and council publications allows the lodge to not only promote its activities, but reach Arrowmen in the council who might not be currently registered with the lodge but are interested in returning to active membership.

Formulas for Success

- Create a web team or committee to manage the lodge website and spread the work around.
- Update the lodge website as often as possible, but at least twice a month and after every lodge event to make sure the latest information is available.
- Recruit and train a newsletter staff to distribute duties and collect news from around the lodge.
- Create a set schedule of newsletter deadlines, including a due date for submissions and a deadline for sending/posting each edition.
- Mail copies of the newsletter to members while also posting each edition on the lodge and council websites.
- Require an article from each lodge officer and chapter chief for each newsletter to add substance to document and make sure news from all around the lodge is shared.

- Communicate with neighboring lodges to get ideas for improving the lodge newsletter and website.
- Include pictures along with articles and calendars in the website and newsletter to help both publications promote the lodge and chapters.
- Include at least one article in every edition of the council's newsletter. Communicate with the council in advance to learn when its submission deadlines are.
- Maintain hyperlinks between the lodge and council websites.
- Make sure the lodge's calendar is posted along with the council calendar on the council website.
- Use as many types of media as possible to communicate with and about the lodge. This will help make sure every member will be reached by the information at least once.

Additional Resources

- *Guide for Officers and Advisers*
- *Lodge Program Resource Guidebook*

Sample Target S.M.A.R.T. Goal

"This year, our lodge will create a committee to publish newsletters and web team to manage the lodge website. The newsletter committee will develop a schedule to ensure that four newsletters are published during the year. Meanwhile, the web team will work with the council's web team to create a new website adhering to council policies which can be updated easily and regularly."

Our Lodge's Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation

19. One youth member attended a national OA high adventure program. A minimum of three youth and two adult members attended the section conclave. At least five members attended NOAC 2006 as lodge contingent members.

Understanding the Requirement

Attending programs outside of the lodge is a great opportunity for all Arrowmen. At a National Order of the Arrow Conference or section conclave, lodge members can learn about new programs and receive expert training that might not be available within the lodge. These Arrowmen can then return to the lodge and share their knowledge. Similarly, the three OA high adventure programs (OA Trail Crew, OA Wilderness Voyage and the OA Ocean Adventure) give members of the Order the unique opportunity to experience service and leadership in the outdoors where the Order was born. Most importantly, national and section events provide opportunities for fellowship with Brothers from around the country. Memories forged at these programs are lasting, and making sure that lodge members attend such events is a good way to keep Arrowmen constantly learning and more committed to the Order.

The Requirement In-Depth

- This requirement can be one of the most easy to complete as long as the lodge is willing to communicate with its members and promote attendance at national events and the section conclave. In order to do this, the lodge must stay informed about all events and registration materials.

Formulas for Success

- Consult the national and region websites as well as the section leadership to make sure the lodge has the most recent information and registration materials for all events.
- Promote dates and registration deadlines for national and section events in every issue of the lodge newsletter and on the lodge website.
- Provide detailed information on the OA high adventure programs and the next NOAC and section conclave in lodge publications and handouts.
- Educate members about programs through presentations at lodge events and Ordeal weekends. Use some of the national OA website for useful promotional materials.
- Begin organizing a NOAC contingent right after the previous conference. This will allow the lodge plenty of time to arrange travel and to promote the event so that all contingent seats are filled.
- Offer scholarships or matching money to help members attend national events or the section conclave. Ask for member donations or sell special memorabilia in the lodge store to fund the scholarship programs.
- Encourage interested members to apply for region scholarships available for participants in the OA high adventure programs.

Additional Resources

- *The Official National Order of the Arrow Web Site* (<http://www.oa-bsa.org>)
- *OAWest, the Western Region website* (<http://western.oe-bsa.org>)
- *Order of the Arrow Handbook*

Sample Target S.M.A.R.T. Goal

“Our lodge will create several handouts explaining and promoting the next NOAC and the OA high adventure programs. Copies will be made and distributed to every chapter and will also be given out at every lodge event. The lodge will also show the promotional videos available on the national website at all lodge events.”

Our Lodge’s Target S.M.A.R.T. Goals

Backdating Plan for Goal Implementation