



# **ORDER OF THE ARROW**

**TUTELO LODGE # 161, BLUE RIDGE MOUNTAINS COUNCIL**

# **Strategic Plan 2013-2017**

**Continuing the Legacy**



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As an integral part of the Blue Ridge Mountains Council, Tutelo Lodge has always been vital to the support of Scouting in Southwest, Central, and Southside Virginia. With Tutelo's fortieth year upon us, we can gladly look back on a legacy of excellent service and vital support to our council.

Scouting's second century is well underway and Tutelo now looks for ways that it can deepen its service to Scouting in our area, and beyond. As part of that service, the leadership of Tutelo Lodge has undertaken the task of creating a strategic plan for our future. This plan will act as a roadmap for the lodge, guiding its decisions, and providing focus on ways that we can serve the Blue Ridge Mountains Council.

Tutelo Lodge has taken great care to incorporate the strategic pillars set forth by the Blue Ridge Mountains Council, for, as an integral part of the Boy Scouts of America, the Order of the Arrow's primary task is to provide continuous and relevant support to the Boy Scout program.

Tutelo is still alive and well in the Blue Ridge Mountains, and, with this plan, we strive to become ever more important to, and more supportive of, the council, and the movement, that we have so proudly served.

This lodge has always had a rich tradition of cheerful service, but it is our brotherhood that has provided the true legacy of our organization. Now, we strive to continue that legacy.

In cheerful service,

*Matthew Rosendahl*

Matthew Rosendahl  
Strategic Plan Task Force Leader



# Blue Ridge Mountains Council

## Strategic Plan 2011-2015

### **Mission of the Boy Scouts of America**

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

### **The Scout Oath**

On my honor, I will do my best to do my duty to God and my Country and to obey the Scout Law; to help other people at all times; to keep myself physically strong, mentally awake and morally straight.

### **The Scout Law**

A Scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean and reverent.

### **Designed Future Statement**

In Scouting's second century, we are building the leaders of tomorrow. Scouting's dynamic and engaging journey beckons to America's young people. Our exciting programs and outdoor adventures inspire lives of leadership, character, and service. Relevant and adaptive, we are a trusted advocate for youth. Our adult volunteers and employees are widely admired for their leadership excellence. The Boy Scouts of America is strong and financially secure. True to our mission, Scouting reflects our nation in its ethnic diversity, and shapes our nation by developing responsible citizens.

### **The Obligation of the Order of the Arrow**

I do hereby promise on my honor as a Scout that I will always and faithfully observe and preserve the traditions of the Order of the Arrow, Wimachtendienk, Wingolauchsik, Witahemui. I will always regard the ties of brotherhood in the Order of the Arrow as lasting, and will seek to preserve a cheerful spirit, even in the midst of irksome tasks and weighty responsibilities, and will endeavor, so far as in my power lies, to be unselfish in service and devotion to the welfare of others.



# Boy Scouts of America's Strategic Pillars

## **IMPACT AND PARTICIPATION**

Scouting's programs reach and make a life-changing difference with kids of all backgrounds and communities

## **RESOURCES & FINANCES**

The Boy Scouts of America is financially sound at all levels of the organization through a balanced funding model. Funding is not a barrier to providing programs that fulfill our mission

## **BUILDING OUR BRAND**

The Boy Scouts of America is known and valued by the people of our nation. Our brand is so recognized and respected that it empowers our members and enables our success.

## **DYNAMIC & RELEVANT PROGRAM**

Scouting's programs are exciting, culturally relevant, and appealing to today's youth; attracting them at an extraordinary rate and retaining them longer.

## **INNOVATION & TECHNOLOGY**

Scouting uses innovation and technology to support the strategic pillars and to increase the impact and potency of the Scouting movement. All members of Scouting are connected with the right information and technology tools anywhere, anytime, to any device.

## **YOUTH ADVOCACY & STRATEGIC RELATIONSHIPS**

The Boy Scouts of America is recognized as an advocate for youth and youth issues. We are known by our members and America's families and communities as a resource for leadership, encouragement, and programs that benefit our country's youth. The strategic relationships of the BSA extend far beyond those with our traditional chartered organizations and keep Scouting relevant and adaptive.

## **LEADERSHIP EXCELLENCE & CULTURE**

Scouting's youth, volunteer leaders, and employees exemplify leadership excellence across all aspects of the movement.



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### Tutelo Lodge Plan in Support of the Blue Ridge Mountains Council

Words in typeface are taken directly from the Strategic Plan of the Blue Ridge Mountains Council; the objectives established by Tutelo Lodge in support of the council are in *italics*.

#### **Impact and Participation:**

Objective: Increase net membership by recruiting and retaining youth in Scouting longer.

##### **Tutelo Lodge Strategies to Support this Objective**

- *Provide activities and programming within the lodge that increases net retention of Order of the Arrow members*
- *Promote Tutelo Lodge as a premier organization within the BRMC*
- *Broaden the lodge's retention goals by targeting Non-Arowmen and supporting council retention initiatives*

##### **Specific Goals:**

- *Invest in activity materials, such as carnival games, at lodge functions that increase net attendance at lodge events and retain current membership*
- *Develop scholarship program for Order of the Arrow High Adventure*
- *Utilize the Unit of Excellence Award and new OA Troop Representative Award program to increase unit involvement in the lodge and to retain older Scouts.*
- *Promote the retention of Scouts by supporting the conversion of Webelos to the Scouting program on the district and council level--specifically, to provide crossover ceremony teams in each chapter and to provide programming support for Webelos weekends council-wide.*
- *Provide Order of the Arrow sponsored activities at all major district and council Boy Scout events to promote the OA as a program for leadership development, fellowship, and adventure for older scouts.*

Objective: Increase Scouting's market share with a comprehensive approach to diversity and inclusion of minorities and other underserved markets

##### **Tutelo Lodge Strategies to Support this Objective**

- *Increase net membership of Order of the Arrow members in underserved markets, targeting districts with fewer active members*
- *Provide programming and camping opportunities for underserved markets, and increase awareness of OA opportunities to these markets*



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### Specific Goals

- *Identify those areas of the council where the lodge has opportunities to reach minority groups and other markets of Scouts*
- *Meet with council "Scoutreach" staff to discuss ways for the OA to lay a positive footprint in this underserved market*
- *Work with chapters with large minority and/or underserved markets to provide OA sponsored activities for these markets.*
- *Identify units that have previously, or infrequently, not had OA elections and reach out to promote the OA and build connections, eventually electing some of their Scouts to the lodge.*

### Resources and Finances:

Objective: The Boy Scouts of America is financially sound at all levels of the organization and through a balanced funding model. Funding is not a barrier to providing programs that fulfill our mission.

#### Tutelo Lodge Strategies to Support this Objective

- *Establish a sound funding model for the lodge that maintains a healthy and increasing amount of capital*
- *Find new means of raising funds to develop capital for lodge projects on the Blue Ridge Scout Reservation*

### Specific Goals

- *Sit down with council leaders to align the lodge's funding model with that of the council, and to determine measures by which the lodge can support the council financially, but still within its financial means.*
- *Develop fundraisers each year that ensure the full funding of NOAC and other needs of the lodge without severely affecting existing capital reserved for support of Scouting in the Blue Ridge Mountains Council*
- *Continue to develop committee budget procedures that maintain fiscal responsibility while also investing in lodge programs*
- *Preserve and expand the lodge's Memorabilia Fund (One Lodge; One Family Fund) for capital projects on the Blue Ridge Scout Reservation*
- *Work with the BRSR leadership team to determine major capital projects that the lodge can support over the next five years. Establish funding models and fundraising plans to support a selection of these projects within the lodge's means.*



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Objective: Develop 3-5 signature special events for the Council

### Specific Goals

- *Lead in the development, staffing, and support of at least one signature fundraising event for the Blue Ridge Mountains Council, working with council leaders to identify such an event*

## Building Our Brand:

Objective: Develop a Council Marketing Committee that will tell the story of the Blue Ridge Mountains Council

### Tutelo Lodge Strategies to Support this Objective

- *Work in tandem with a new Council Marketing Committee to develop the Tutelo brand and its consistency with Council marketing objectives*

### Specific Goals

- *Develop a Tutelo branding guide to provide consistent message for the use, publication, and promotion of Tutelo Lodge as a part of the Blue Ridge Mountains Council*
- *Explore the development of Tutelo Lodge as a sub-brand of the Blue Ridge Mountains Council and the Order of the Arrow. Align the Tutelo brand with that of OA and the Council.*

Objective: Create an internal campaign encouraging units to tell their story of community service and register projects with the “Good Turn for America Campaign”

### Specific Goals

- *Increase lodge and chapter participation in service events outside of the Blue Ridge Scout Reservation*
- *Develop a means through which the lodge and affiliated chapters can publicize service activities to the press, under the supervision of the Publications Committee, using the name of the Lodge, the Blue Ridge Mountains Council, and the Order of the Arrow*



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### Dynamic and Relevant Program:

Objective: Position the Blue Ridge Scout Reservation as a national Scout camping destination; Lead program innovation by continuing quality improvement to both programs and facilities.

#### Tutelo Lodge Strategies to Support this Objective

- *Work with the council's camping committee to determine ways that the youth of the lodge can help provide insight into the relevancy, excitement, and dynamism of various Reservation programs.*
- *Provide a network of adult leadership that is capable and ready to meet the needs of the Reservation as requested by the Council*
- *Continue to provide a dynamic and experienced core of staffers to the Reservation each year, providing opportunities for fellowship and recruitment between staffers in the off-season*

#### Specific Goals

- *Develop a youth (either program or camping) task force to evaluate the relevance of current program offerings and suggest new and innovative activities that would increase the national profile of the Blue Ridge Scout Reservation*
- *Establish teams of adults that can be utilized by council professionals on the Reservation for the purposes of construction, landscaping, plumbing, and other skilled labors.*
- *Increase net recruitment of Reservation staff from the lodge by using lodge functions as a recruitment tool*
- *Provide enrichment opportunities for OA members on staff at lodge functions, such as planning staff reunions, providing a forum for camp directors to discuss ideas with youth staffers, and fostering an environment that promotes the summer camp staff experience.*



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Objective: Utilize the reservation for year-round Scouting adventure and training.

### **Tutelo Lodge Strategies to Support this Objective**

- *Develop, manage, and staff new and exciting off-season programs on the Reservation for all Scouts served by the BRMC*
- *Utilize OA alumni as a base for mentors and resources in training*
- *Use Order of the Arrow training opportunities to expand the lodge's trained leadership*

### **Specific Goals**

- *Continue to develop the Webelos to the Reservation event to make it a premier, Cub Scout opportunity, as well as a training weekend for adult volunteers*
- *Identify programs on the Reservation, current and newly proposed, that the lodge can support with staff and other resources.*
- *Highlight Winter Camp as a new camping opportunity for Arrowmen on their trail to Eagle*
- *Increase the number of lodge members who have completed the National Leadership Seminar or National Lodge Adviser's Training Seminar by providing scholarships and promoting these events*
- *Continue to develop the Executive Committee Retreat as an opportunity to train leading youth and adults within the Council*
- *Enrich the training opportunities provided at the Fall Fellowship to better educate youth and adult Arrowmen as a part of Scouting*

Objective: Provide assistance to units for dynamic program opportunities

### **Tutelo Lodge Strategies to Support this Objective**

- *Develop more promotional resources and initiatives, in cooperation with the Council Camping Committee, to target units within the council that do not actively participate in the Reservation's programs*

### **Specific Goals**

- *Identify those units in the council that have never attended the BRSR for summer camp. Plan an OA Camp Promotions toolkit for chapter camp promotions teams to utilize when visiting these troops.*
- *Identify those units in the council that have not attended the BRSR for summer camp in the past five years. Develop a targeted tool kit for chapter camp promotions teams*



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- *Identify those units that regularly attend summer camp at the BRSR, develop a simpler toolkit to offer to OA representatives in these units for simpler, retention-based promotion.*

Objective: Manage the Reservation as a steward of resource management.

### Specific Goals

- *Target resource management and trail maintenance opportunities as key service projects at lodge functions*
- *Consult with members of the council conservation committee for projects that will help maintain the resources of the BRSR.*

## Innovation and Technology:

Objective: Use the Council website as the primary communication resource location for Scouting.

### Tutelo Lodge Strategies to Support this Objective

- *Develop and improve technological platforms utilized by the lodge to meet ongoing program objectives and to improve the interaction between our membership, the lodge, the Council, and the national Order of the Arrow*

### Specific Goals

- *Develop a user-friendly, innovative, and easily-managed website for the lodge that will focus on providing relevant information to lodge members, with attention paid to incorporation of branding designs.*
- *Enhance the re-charter process provided by the Council to integrate lodge membership within the same program in order to maintain an accurate roster of current members and to more easily attain the lodge's membership goals*

Objective: Utilize social marketing to tell the story of the Blue Ridge Mountains Council

### Specific Goals

- *Use Tutelo Lodge's Facebook fan page and Twitter account to support promotion of Order of the Arrow events and camping on the Blue Ridge Scout Reservation*
- *Promote the Tutelo lodge fan page as a primary tool of communication for the lodge*



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### Youth Advocacy and Strategic Relationships

Objective: Serve as a trusted youth advocate for youth issues such as physical fitness, obesity and character development

#### Tutelo Lodge Strategies to Support this Objective

- *Serve as the primary engine for the promotion and support of physical fitness initiatives within the Council, analyzing ways in which the lodge can best promote a healthier lifestyle from within and in programs with other Scouts*
- *Promote and utilize the STEM program for Scouting at lodge events and functions. Provide a focus on math and science in events hosted for the Council.*
- *Utilize the older youth leadership and adult leadership in the lodge to enrich the lives of Scouts by providing a networking tool about future college and career opportunities*

#### Specific Goals

- *Identify and implement ways that the lodge can follow the ScoutStrong initiative in promoting healthy living and fitness at lodge functions and sponsored events.*
- *Work with the lodge Kitchen Crew to model healthy, balanced meals at lodge functions.*
- *Create and/or support an event for council Scouts that highlights STEM merit badges and incorporates a college/career fair using current college students and professionals within the lodge.*

### Leadership Excellence and Culture

Objective: Council Executive Board is a model of leadership excellence committed to Scouting's success

#### Tutelo Lodge Strategies to Support this Objective

- *Integrate the lodge leadership into the council's leadership structure to tie our visions for the future together.*
- *Encourage outstanding adult leaders within the lodge to volunteer as leaders on council and district committees*



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### Specific Goals

- *Use the Lodge Chief, Lodge Adviser, and Lodge Staff Adviser as the primary voices for the lodge and active participants in the Council's management and planning*
- *Provide a resource for council professionals to recruit qualified and capable adult volunteers to serve on district and council committees, further integrating the interests of the lodge with those of the council that we serve*

Objective: Provide timely and relevant training to volunteers to be successful

### Specific Goals

- *Develop the Webelos to the Reservation and Fall Fellowship as events for adult enrichment and training with relevant sessions to benefit their Scouting careers*
- *Encourage and provide incentive for affiliated chapters to offer adult training opportunities at events that they host for their districts, such as Webelos to the Woods*

Objective: Develop youth leadership opportunities for seasonal camp positions and Order of the Arrow

### Specific Goals

- *Work with council leaders to identify opportunities for youth leadership with the lodge, and continue to develop a strong Executive Committee that enriches the skills and knowledge of the lodge's youth*
- *Collaborate with council professionals and volunteer adult leaders to provide youth leadership opportunities on council and district committees.*
- *Promote Scouting as profession by making the Staff Adviser and primary advocate for the vocation and promoting his availability to provide information to specific persons.*



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## **Strategic Plan 2013-2017 Continuing the Legacy**

**Tutelo Lodge 161  
Blue Ridge Mountains Council  
Boy Scouts of America  
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**Scouting's National Honor  
Society**