

THE COUNCIL

How the Council Functions to
Carry Out the Purpose of the BSA



BOY SCOUTS OF AMERICA®

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Significantly revised pages in this book are noted by the word **“UPDATE”** at the top of the page, signifying a change as of July 2013.

THE MISSION OF THE COUNCIL

A council is a voluntary association of citizens, including representatives of organizations that are chartered by the Boy Scouts of America, to promote the Scouting program within a geographic area. There are four major functions involved in achieving the purposes of a council: membership, fund development, program, and unit service. These four functions and all other responsibilities are accomplished in each council in a manner that is consistent with local conditions and circumstances.

What follows in this manual are recommendations for a single plan of operation based on the fulfillment of the four functions. How a council organizes to carry out this plan in the most efficient way is determined by its size, the resources available, its present structure, and other such factors.

Membership/Relationships: To Make Scouting Available to Youth

Local councils are chartered to involve an increasing number of youth in a quality program. Councils maintain the standards and policies of the Boy Scouts of America, as well as provide adequate leadership and finances.

It is the responsibility of the council to provide leadership and supervision for all program activities within the territory covered by its charter in such a manner as to ensure compliance with the provisions of the Charter and Bylaws of the Boy Scouts of America. Scouting is a volunteer movement with professional guidance. The council is an administrative organization for fulfilling the basic purpose of the movement. This plan divides the administration of Scouting into workable segments in terms of geography, volunteer personnel, finances, and professional guidance. At the district level, this committee and function is called *membership*.

Fund Development: To Provide Adequate Funds

One of the basic jobs of a council is to provide an adequate budget for carrying on a successful council operation. The council should also take

pride in meeting all its financial obligations on time. Just as the council is a method of mobilizing local personnel and organizational resources, it is also a method of mobilizing local dollars for the successful promotion of the program.

Program: To Maintain Standards and Policies

The council's responsibility to the chartered organization is to help the organization run a successful unit or units, building Scouting into the organization's own program so that the organization benefits from the relationship. On the other hand, the council makes sure that the organization lives up to its agreement to observe Scouting policy and maintain a quality program. While this responsibility applies to all phases of the program, several points are specifically emphasized.

Qualified leadership shall be restricted to the leadership of men and women who are willing to subscribe to the declaration of religious principle and to the Scout Oath and Scout Law. The quality and quantity of results are directly related to the quality and quantity of volunteer leadership in the council, district, and unit. Unit adult personnel must be approved by the head of the chartered organization or the chartered organization representative. They must also be approved by the unit committee chair and Scout executive or designee. District and council personnel must be approved by the Scout executive or designee.

Two-deep leadership. At least two adults must attend all meetings, trips, and outings involving youth members; if coeducational, leaders of both sexes must be present.

Proper use of uniform and insignia. Councils have the responsibility to guard against the use of the official uniform and insignia by persons not officially registered with the Boy Scouts of America. They should also set an example of the proper wearing of uniforms and insignia by registered members.

Attempts to commercialize Scouting. Councils are specifically charged with the responsibility to guard against any attempt to commercialize the Scouting movement.

Political questions. The Boy Scouts of America must not become involved in any question of a political character.

Military training. In carrying out the purpose of the Scouting movement, technical military training and drill shall not be included. This policy does not exclude such elementary drill as may be useful to the orderly movement of youth groups or their appearance in public ceremonies or the promotion of marksmanship, or Explorer posts specializing in military careers.

Religious policy. Scouting recognizes the importance of religious faith and encourages its members to be faithful to their respective religious duties. It is non-sectarian. It leaves the matter of religious instruction to the member's own religious leaders and family. Membership is open to all youth, as stated in the charter and bylaws. The program is available to all religious groups.

Scouting practices and teaches tolerance and respect for the religious convictions of all persons. Specifically, it provides that, in a unit chartered by a religious group, members of the unit who belong to other faiths shall not be required to take part in or observe religious ceremonies peculiar to the chartered group.

Unit Service: To Serve Organizations Using the Scouting Program

Scouting does not undertake to serve youth directly. It serves youth through local organizations, offering them the Scouting program as a tool they may use to enhance their youth programs. The constitutional statement of purpose specifies that Scouting accomplishes its aims "... through organization, and cooperation with other agencies...."

New and present chartered organizations need to know how they can best use Scouting as their own program for youth and what their obligation is.

The responsibility of the council goes beyond leading the organization to undertake the operation of a Scouting unit. It involves an agreement to provide certain essential services in enabling the organization to use the program effectively. A council works cooperatively with the organization, providing those aids to successful Scouting that the organization cannot provide for itself.

Another step in this cooperation is to provide a means of selecting and training personnel to serve as unit leaders and assistants. The council is responsible for guiding the chartered organization in selecting and approving strong, capable unit leaders and for training them. This obligation has been interpreted in practice to include the responsibility for both the specific training courses designed to prepare unit leaders for their jobs and the broader range of public relations that build an atmosphere of understanding and goodwill in which men and women want to serve youth through Scouting. It involves:

- Coaching in the selection of leaders
- The training steps in the organization procedure
- Formal training courses
- Roundtables
- Commissioner service
- Personal coaching
- Providing proper literature, audiovisual aids, and other tools
- Building public confidence

The council also serves the organization by using the Scouting program and providing facilities for an adequate outdoor program.

The council gives further aid to the organization by providing adequate advancement procedures in order that youth members may meet the various requirements of rank.

Measure of Effectiveness

The objectives of the national Journey to Excellence Awards are a major basis for determining the effectiveness of the council and its districts. Councils have the responsibility to support districts in the attainment of their objectives. The effort of the council and district should be centered on helping units be successful and qualify for the national Journey to Excellence Award, thus providing a quality program for their youth.

The *Council and District Plan Book* supports the four functions and the objectives of the achievement and commitment items. It provides an opportunity for each committee to write its plan in support of goal attainment.

COUNCIL ORGANIZATION

The Council Concept

Scouting has been organized with the conviction that men and women in many communities can and will work together in serving youth through the program of Scouting.

The mainspring of the council idea is the willingness of organizations and leading citizens within a given area to cooperate in serving youth through Scouting. The council is not an association of communities or of people representing communities. Rather, it is an association of chartered organizations with the addition of men and women who are interested in all youth in the council area. It is incorporated within the territory covered by the charter to fulfill the purposes of the Boy Scouts of America.

Representation of All Interests and Sections

The movement is democratic and gains strength insofar as the men and women who direct it are carefully chosen to represent the various segments of community life.

The first of these are the chartered organization representatives who speak for the organizations that have already undertaken the operation of units. The second group is composed of the members at large who reflect the thinking of every section of the area—the religious groups; cultural groups; and civic, veterans', fraternal, educational, agricultural, industrial, and labor groups. The council membership is, in essence, a cross section of the citizenry of the area—the volunteers banded together in a joint enterprise to serve youth.

Responsibility to Serve All Sections of the Territory

The principles of intercommunity cooperation within a council, and representation of all major area interests, carry with them a commitment to serve all sections of the total area of the council. The council is in part an association of organizations using the Scouting program, but it's more than that.

The Principle of Volunteer Responsibility With Professional Guidance

The policy of maintaining Scouting as a volunteer movement finds full expression in the organization and operation of the council. Its members, officers, executive board, and committees are all volunteers, with the exception of the Scout executive. Within the limits of national policy, these volunteers carry responsibility for formulating and executing the plans necessary to promote Scouting in the area. They determine membership objectives, budgets, camp facilities and programs, leadership training programs, professional staff needs, and other matters of local council operation. Scouting in the council prospers in proportion to the stature, vision, and enthusiasm of the volunteers who plan and carry out the local program.

Professionals serve as coaches and coordinators. They provide the administrative guidance that shapes the work of many volunteers into a coordinated, efficient pattern to get the greatest results from the volunteers' investment of time and effort. They serve as advisers to officers and committees. They know and pass on to the volunteers the skills and techniques of youth leadership, fund development campaigns, leadership training methods, camp development, and the many other functions of a council. They are familiar with Scouting literature and, through conferences and professional training, keep abreast of new procedures and methods for carrying out Scouting.

The Council as a Functioning Body

Effective work on the part of the volunteers who make up the council calls for an organization that clearly fixes responsibility and communicates to its Scouters and the general public. Volunteers should expect to be supported in their efforts with position descriptions, calendar of events, suggested work schedules, and other references.

The District

Unlike councils, which establish policies and programs, districts *carry out* the programs and policies of the council in their respective territories.

For the purpose of unit service, program administration, membership, and fund development, the council territory is divided geographically into several districts, as determined by the executive board. The supervision of Scouting in each district is exercised by the council through a district committee consisting of all council members residing within the district, chartered organization representatives, and district members at large.

The district chair is nominated and elected by the district members at large. This person's name is then submitted for election to the council executive board.

Each district also has a commissioner staff that provides a variety of services to help units succeed. The district nominating committee, after consultation with the district executive, recommends a district commissioner to the executive board for appointment and commissioning.

It is a responsibility of the council to be sure each district has an adequate team of district volunteers, including one commissioner for every three units.

Council Body

The governing body is called the "council." Because it carries the same name as the territory it serves, it will be referred to within the text as the "council body." The council body is made up of chartered organization representatives who represent each organization chartered to operate units. Also serving on the council body are "members at large" elected by the council body. The council meets once a year, but special meetings may be called to handle special business.

Council Executive Board

The council body, in addition to electing officers, elects the "council executive board." From a practical standpoint, the council executive board is the governing body of the council, empowered by the council body to act in its stead.

Among its responsibilities are the following:

- Exercises all powers of the council body between meetings of the council. This does not include authority to change or amend the articles of incorporation.

- Approves the program and plans of incorporation.
- Selects and employs a Scout executive.
- Establishes a budget and raises funds adequate to achieve the objectives of Scouting.
- Fills interim vacancies in offices and positions ordinarily subject to election by the council body.
- Coordinates the work of the districts.
- Approves the district commissioners on recommendations of district nominating committees with the concurrence of the Scout executive.
- Approves plans of council committees.

For more information, see *Orientation Guide for Council Officers and Executive Board Members*, No. 33161.

Advisory Council

The advisory council consists of persons who are unable to devote time to Scouting on a regular basis, but who may serve the council upon special assignment, or be members of the executive board for at least five years who serve in a consulting capacity. Advisory council members may attend executive board meetings and may from time to time be called upon by the council president to assist the council in special projects. Advisory council members have no vote.

Council Executive Committee of the Executive Board

The council executive committee is made up of the council officers and may include others appointed by the president. The council executive committee is authorized to act between council executive board meetings. Committee decisions must later be ratified by the council executive board.

Council Key 3

The council Key 3 consists of the council president, council commissioner, and Scout executive. They meet informally as necessary to ensure proper coordination of the work of the council. They furnish liaisons between the commissioner staff and the various committees of the council. They may also provide proposals and recommendations to, but in no way usurp the authority of, the executive board or executive committee of the board.

Council Officers

Council officers include the council president, council commissioner, one or more council vice presidents, the council treasurer, and the Scout executive, who also serves as council secretary.

Council President

Responsibility for conducting the affairs of the Boy Scouts of America is vested in volunteer Scouters. The council president is the highest officer and volunteer leader. The council president serves as chair at meetings of the council body, council executive board, and council executive committee, and serves as a council representative to the National Council and regional committee during his or her term of office.

The council president stimulates and coordinates the work of the council executive board and committees. The president sees that the vice-presidents and committee personnel are trained and coached in their committee assignments. The president gives leadership to the employment and evaluation of the council executive.

The president is an administrator and personnel director. He or she recruits strong volunteers for council leadership, fires their enthusiasm, and welds individuals into a strong working team. The president has a deep sense of dedication to the purposes of Scouting and the achievement of objectives and for the financial stability and growth of the council.

Council Commissioner

This is a person of good character and standing in the council with organizational, administrative, communications, and leadership abilities, preferably with wide and practical experience in Scouting. Familiarity with contemporary technology is a valuable asset. Working with the Scout executive as a member of the council Key 3, the council commissioner provides leadership to the commissioner corps in effectively serving the packs, troops, teams, ships, and crews in the council. He or she serves with the council president as a local council representative to the National Council and regional committee.

Council Treasurer

The council treasurer ensures that adequate accounting systems are used, that reports on the state of the treasury are made at meetings of the council executive board and other appropriate meetings, that all accounts are audited annually

and all required reports prepared on time, and, in general, makes certain the council fiscal operations are in proper working order.

Scout Executive

Although responsibility for Scouting is vested in volunteer leaders, a vital part of the movement is lodged in the comparatively small but well-trained group of professional Scouters.

The Scout executive is commissioned by the Boy Scouts of America, selected by the council executive board, and serves under its direction. He or she is the council secretary for all of its council committees, although he or she may delegate this responsibility to members of the professional staff.

He or she appoints and supervises all employees of the council, subject to the approval of the council executive board. He or she recognizes and is committed to the predominant and vital role of volunteer Scouters at all levels in fulfillment of their responsibilities. He or she maintains standards in the operation, program, and administration of the council.

Council Vice Presidents

Council vice presidents are elected to this position. They are charged by the council president to serve the needs of the council.

Council Vice President District Operations

This officer helps ensure the integrity of district operation throughout the council and guides district chairs in their accountability for the success of districts. Their professional adviser is the Scout executive and/or the professional designated by the Scout executive as staff leader for the council's field staff (director of field service in large councils and field director or assistant Scout executive in other councils).

Responsibilities:

1. Become familiar with the districts of the council and their current needs.
2. Meet each district chair of the council. Guide, counsel, and encourage them at council board meetings.
3. Hold district chairs accountable for filling key positions and developing adequate numbers of district committee members.

Work with the staff adviser to develop recruiting action plans where needed.

4. Oversee a district committee training workshop at least annually to train all operating committees and district Key 3s.
5. Assist the council president and Scout executive at the annual growth opportunity meeting of district Key 3s to approve district objectives and hear district plans of action to achieve objectives.
6. Preside at regularly scheduled meetings of the council's district chairs or district Key 3 to review district objectives and other key district issues.
7. Report to the executive board on the current state of district operations in the council.
8. Assist with special district needs and problems as needed.
9. Serve on a district nominating committee in those districts where the council president believes help is needed by the district to replace its district chair. Help the nominating committee in the selection and recruitment of a quality new district chair.
10. Help the district chairs maintain a good working relationship with their respective district executives.

Council Committee Chair

All council committee chairs or specialists are appointed annually by the council president subject to council executive board approval. Each chair is responsible for recruiting, training, and guiding committee members. The committee

chair initiates mutually productive relationships with other council-level committees and the district committee that relates to that function.

The chairs of district functions are members of like council committees.

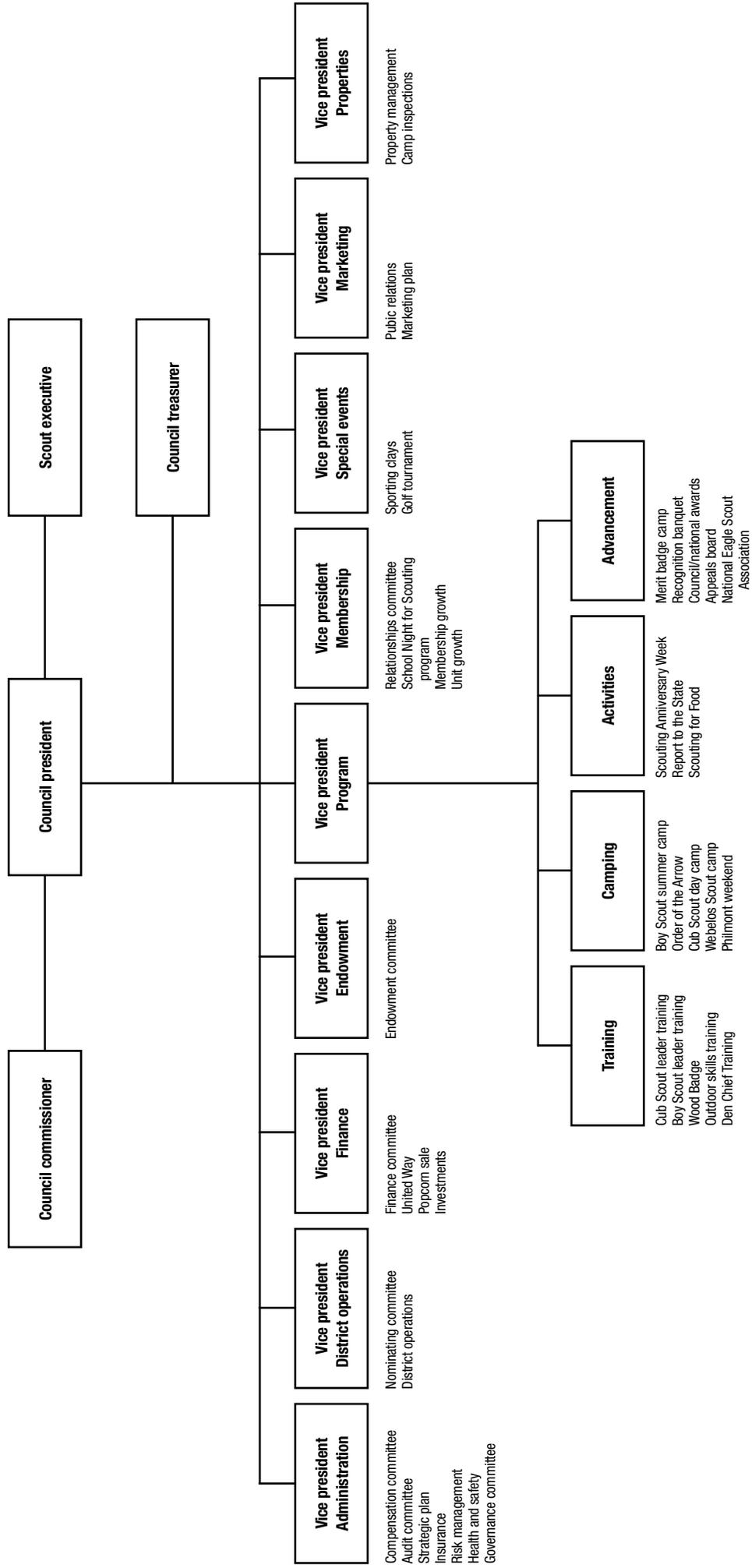
District Chair

The district chair is the top volunteer leader of the district. The district chair has responsibility to carry out the council program and give leadership to achieving the district objectives. As a member of the executive board, he or she has the responsibility for coordination between the council and the district. District chairs report directly to the council president or the vice president of district operations.

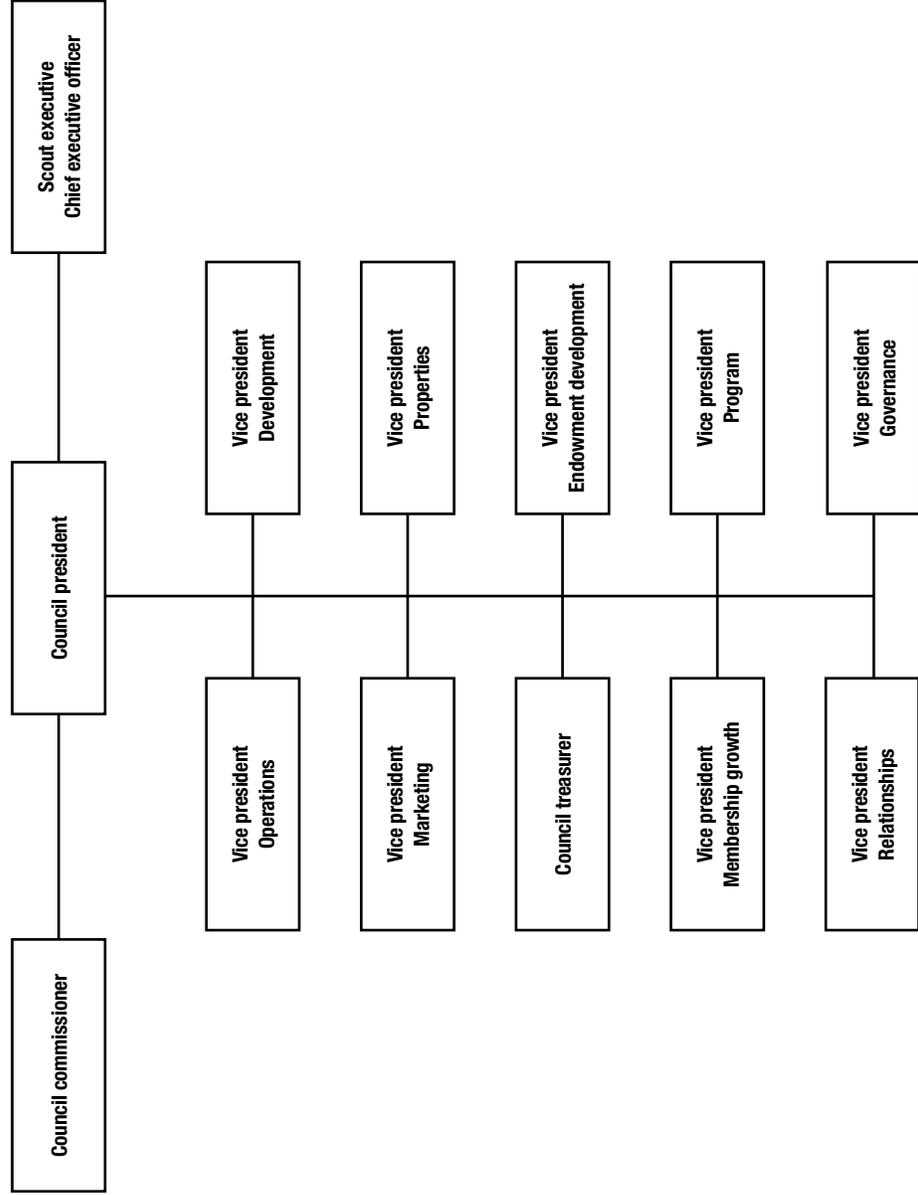
The council is no stronger than its districts. District committees and commissioner staffs are the arteries through which the council program flows to organizations; to units; and, through them, to youth. The major responsibility, therefore, of top council leadership is to build strong districts through capable district personnel, both volunteer and professional. Careful guidance of district nominating committees is vital. The key leaders of the district are the district chair, the district commissioner, and the district executive, often referred to as the "district Key 3."



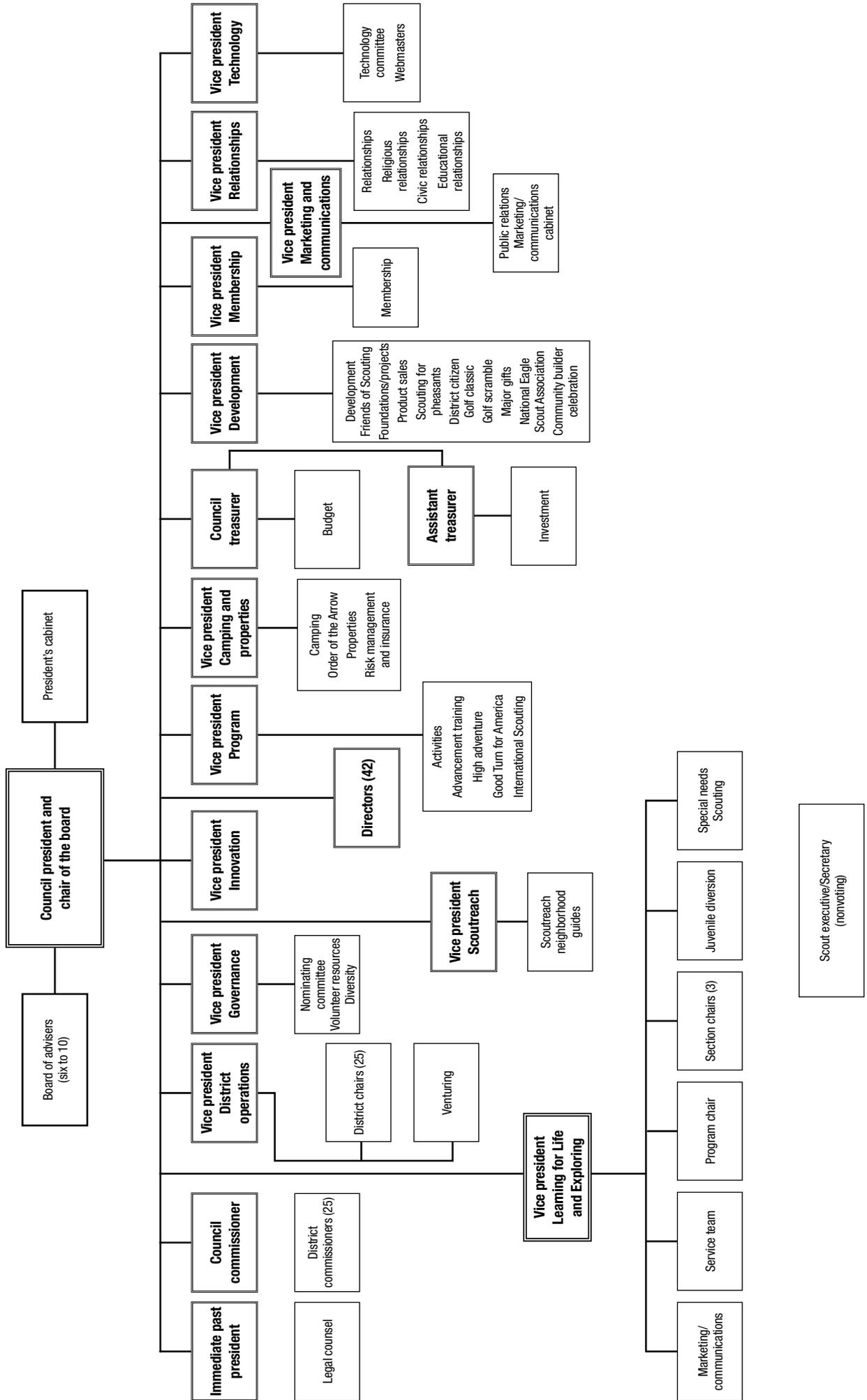
Local Council Executive Board Sample Organization Chart



Local Council Executive Board Sample Organization Chart



Local Council Executive Board Sample Organization Chart



DETAILS OF THE FOUR COUNCIL FUNCTIONS

Membership/Relationships Function

Those who carry this responsibility:

- Develop the council long-range membership plan.
- Develop the annual council membership goals.
- Develop council membership plan to achieve membership growth, including together plan campaigns, relationships conferences, conclaves, roundups, joining night programs, new-unit organization plans, and membership recruitment plans for Tiger Cubs, Cub Scouts, Boy Scouts, Varsity Scouts, and Venturers.
- Organize active council subcommittees on relationships (religious, education, community, etc.).
- Determine youth population figures for each community.
- Review the market penetration of Scouting in each community.
- Identify prospective chartered organizations and administer a "Together We Organize" event.
- Train district membership chairs and others in all areas of membership growth, including the steps for organizing Tiger Cub dens, Cub Scout packs, Boy Scout troops, Varsity teams, and Venturing crews.
- Monitor new-unit organization and membership goals in each district. Help districts achieve their goals.
- Analyze district and council membership reports monthly. Provide support to those districts that are not achieving their goals.
- Give attention to those with particular needs, such as youth with disabilities and those in rural, low-income, and urban communities.
- Use retention best practice strategies to retain youth and units.
- Make sure that for each new-unit prospect there is an organizer, trainer, and commissioner. Provide organizer kits, new-unit leader kits, and other organization materials.
- Provide recognition to organizers and districts that achieve their membership goals.

- Establish and maintain mutually beneficial relationships on a councilwide basis with chartered organizations and other community and youth-serving groups. Establish working relationships with religious denominations, educational bodies, civic and fraternal organizations, and other community groups at the council level.

The chair of this committee invites influential members of these organizations to serve on the committee as members at large. They meet with the district membership chair on a regular basis to consider ways in which using the Scouting program will result in better character development for young people. Effective relationships with chartered organization representatives and planning councilwide conferences of specific chartered organizations are included in the committee's responsibilities. The chair maintains contact with members of the committee to foster cooperation when necessary.

Subcommittees may be formed to help the council be sensitive to and react to large groups of potential chartered organizations. These subcommittees establish active relationships with these groups so that Scouting may be presented to them in the most beneficial way in the interest of serving more youth. Such subcommittees include community, religious, rural, education, urban, youth with disabilities, etc.

Fund Development Function

The fund development function is organized to provide for the growing financial needs of Scouting. The major sources for council income are Friends of Scouting, special events, foundations, investment income, product sales, United Way, and project sales.

Council Budget Planning Committee

The budget planning committee reviews the annual needs of the council based on the long-range strategic plan.

The year's needs are compared with the fundraising record of the council. Priorities are established. These factors are weighted and a challenging but attainable budget is recommended to the council executive board for approval.

Friends of Scouting (FOS)

Because funds provided through the United Way and other sources are insufficient to carry out the program determined by the council executive board, the local council may, according to its bylaws, conduct a Friends of Scouting enrollment campaign.

The council president, vice president of fund development, and council Scout executive take the first step by appointing a steering committee of seven to 10 qualified persons, which includes the prospective chair and other key leaders. The steering committee selects the FOS chair and assists in recruiting several key coordinators. District FOS chairs also become members of the council FOS committee.

The steering committee also reviews the previous participation and current needs; manages and directs the FOS organization; prepares a master calendar; assists in building upper-level prospect lists for donors; assists coordinators in recruiting key leadership; accepts responsibility for soliciting key prospects; personally donates at the upper level of FOS; determines forms of recognition; and attends meetings called by the council FOS chair.

Solicitation takes place during a specific period established in cooperation with the United Way (if applicable). Each council's FOS calendar determines the number and frequency of meetings. Attendance by district FOS personnel at appropriate meetings is necessary to ensure successful enrollment. Telephone conference calls may be needed for councils that serve large geographical areas.

Foundation Solicitation

The council fund development committee develops a program of solicitation that will provide a maximum opportunity for foundations to support Scouting.

It also develops a list of appropriate foundations, researches the interest and giving patterns of the foundations, prepares proposals, matching the various foundations' interests, assigns committee members to contact, properly recognizes grants, and keeps foundations informed of successes based on these grants.

Council Project Selling

Project selling provides income for the operating budget, special programs outside the budget, and capital needs. It provides an opportunity for individuals, organizations, businesses, and industries to support Scouting financially by directing their money to a specific service or activity.

The council fund development committee provides project opportunities to persons or organizations who may respond more generously to this form of giving. In some councils, a single volunteer may be able to coordinate project selling. They should develop prospects and salespersons and match them with projects, serve as a clearinghouse for district project-selling chair, and schedule project selling so that it is concentrated at one time of the year.

Special Events

Special events generate revenue and are a source of operating income for local council budgets. Councils should not rely on special events to provide most of their annual income, just as relying on any one area is dangerous. These events are only part of a total fundraising program. Common successful fundraising events include distinguished citizen awards or industry-specific luncheons and breakfasts, golf tournaments, sporting clays events, and auctions. Effective fundraising requires a broad-based and diversified approach.

Endowment/Planned Giving

In addition to the annual budget, the council executive board and council fund development committee must plan long-range income sources. These sources—including planned giving, wills and codicils, gifts of appreciated securities, gifts of appreciated properties, life insurance policies, and large sums of cash—are usually not available to other fundraising committees.

All councils require a continuing, organized approach to increase endowment funds. The BSA provides a variety of tools to assist councils with this goal, and top community leaders should be recruited to study methods and develop long-term plans so that there is a steady increase in investment income. The council must establish an endowment, planned giving, or major gifts committee that will follow the key steps necessary to produce the needed corpus so that the income from noninadable funds will help the council achieve its income goal.

The council president, together with the vice president of fund development and the Scout executive, is responsible for recruiting the right people to be the chair and members of the endowment or planned giving committee. One of the first responsibilities of the president, vice president, and Scout executive is to establish a calendar of deadlines. This will include training meetings, prospect assignments, progress report meetings, and the annual recognition event.

United Way Relationships

The Boy Scouts of America recommends participation in the United Way where the autonomy of the council is recognized. The decision is made by the council executive board. Relationships with the United Way organizations must be a primary concern of the council president, Scout executive, and influential members of the executive board appointed by the council president.

Meeting Obligations

The council not only produces an adequate budget, but has the responsibility to meet its financial obligations on time. This includes preparing reports and paying bills on time. Give careful attention to delinquent accounts.

Program Function

The program function includes camping and high adventure; activities and civic service; training; and advancement. (The council may have one program committee with ad hoc committees appointed as needed, or have full committees for each program area.)

Camping

Cub Scout outdoor activities—The council provides outdoor opportunities for Cub Scouts, dens, and packs. Responsibilities for outdoor programs include Cub Scout day camp, promotion plans and programs for Cub Scout and Webelos Scout residential camps, and provision for pack activities and Webelos overnight camping, especially at the council camps. For more information on outdoor activities for Cub Scouts, Webelos Scouts, and families, see Cub Scout/Webelos Scout Camping Program Guidelines.

Boy Scout camping—Through a camping committee, the council develops promotional plans and camping programs designed to assure the value of a camping experience for Boy Scouts. The committee develops promotion for long- and short-term camping. It is responsible for the quality of program at the council's camps and, in cooperation with the properties committee, for providing adequate and attractive facilities for camping.

Venturing—The council promotes high-adventure bases locally and nationally.

Camping responsibilities of the council include:

- Resident camp promotion literature for all programs
- Local and national high-adventure bases
- Responsibility for Order of the Arrow
- Responsibility for health and safety program
- Camperships
- Accident reporting
- Camp enrichment programs
- National Camping Award
- National Summertime Pack Award
- Camp standards and policies
- Tour and activity plans
- Camp facilities (in cooperation with the properties committee)
- Campmaster corps
- Conservation and environmental use plan
- Develop outdoor program for Cub Scouts, Boy Scouts, and Venturers
- Develop maximum use of camp property

Activities and Civic Service

Cub Scout activities—The council develops activities for use at unit, district, and in some cases, council level. Responsibilities may include an annual Webelos activity, anniversary celebration, summertime programs, where-to-go-and-what-to-do pamphlet, athletics events, shows, circuses, fitness and safety programs, and promoting civic service.

Boy Scout activities—The council develops activities for use at a unit, district, and in some cases, council level. Responsibilities may include jamborees, where-to-go-and-what-to-do pamphlet, anniversary celebration, skill meets, and camporees. They also promote the Good Turn concept and civic service projects.

Venturing activities—The council promotes super-activities and civic service.

Training

Council-level training functions include the following:

- Train leaders—don't just run training courses.
- Operate a council-level training committee composed of experienced and trained volunteers with assigned council staff support and resources.

UPDATE

- Establish local policies and procedures consistent with national policies.
- Plan, coordinate, communicate, and schedule an effective, year-round leader learning and development program using the current training materials of the Boy Scouts of America.
- Encourage and assist districts in planning and implementing a total growth and development plan for all leaders, regardless of position.
- Select, recruit, and train trainers for council training events.
- Assist districts in selecting, recruiting, and training an effective district training team.
- Conduct or coordinate council training events.
- Approve applications for training recognition and service awards.
- Develop procedures for evaluating the effectiveness of the council's training program.
- Submit to the council budget planning committee an annual estimate of funds needed to support the volunteer training program.
- Ensure backup training records are maintained in the local council service center.
- Keep informed of literature, audiovisuals, and equipment aids for the training program.
- Promote and support out-of-council training opportunities, such as the Philmont Training Center and area and regional conferences.

There are five parts of the BSA learning continuum:

Joining—Ensure that all adult leaders take Youth Protection training as part of the joining process, and then again every two years.

Orientation—Encourage Fast Start training when a leader takes on a new Scouting role to get him or her off to a fast start before basic training is available.

Basic—All leaders are encouraged to take part in leader position-specific training before they meet with youth to prepare them for the opportunities and responsibilities relating to their leadership positions. "Basic" training should be available for every position at the unit, district, and council level. Completion of basic training is the measurement for being "trained" in the BSA. The Introduction to Leadership Skills courses for youth leaders should also be offered.

Supplemental—Supplemental training that is offered should include a variety of courses given on a district, council, area, regional, or national basis. These courses

are designed to give additional information on targeted areas of the program through a combination of additional knowledge of Scouting in general, additional skills and roles knowledge, and/or beginning advanced leadership skills knowledge. Some courses are held on a regular basis as a continuing source of information. Promotion of supplemental training offered in conferences at BSA national training centers and on BSA websites is part of the training role.

Advanced—These training courses should supplement the roles knowledge and skills learned in the other levels and in general are intended to support experienced leaders who are supporting not only units but also potentially district, council, area, regional, and national levels of the Boy Scouts of America. Some of the most common advanced courses offered by councils are Wood Badge, Kodiak Challenge, National Youth Leadership Training, Powder Horn, and Seabadge.

More information is available at www.scouting.org/training.

Advancement and Recognition

Cub Scout advancement—The council is concerned with the quality and quantity of Cub Scout advancement. Its plans include promoting Cub Scout advancement, adult training opportunities in the Cub Scout and Webelos Scout advancement plans, informing educators and others of the values of Cub Scout advancement, and providing meaningful reports on Cub Scout advancement.

Boy Scout advancement—The council is equally concerned with the quality and quantity of Boy Scout advancement. The committee provides training opportunities for district personnel in promoting proper reviews, courts of honor, and the use of advancement procedures.

They give leadership to the merit badge program, making sure that enough registered, competent counselors are available to every Scout. The committee assures the publication of approved council or district merit badge counselor lists. It assists district personnel in conducting the board of review. The council issues meaningful advancement reports and conducts Eagle Scout recognition programs and an Eagle Scout dinner.

Venturing advancement—The council also supports the Venturing Silver, Ranger, Quest, and TRUST awards, and the Sea Scout Quartermaster Award.

Advancement and recognition responsibilities of the council—These include:

- Maintaining advancement standards and records, as well as setting goals
- Presenting lifesaving awards, special council awards, and other recognitions including the Silver Beaver Award
- Developing a list of Eagle service projects
- Training district advancement chairs
- Registering and training merit badge counselors
- Promoting advancement

Unit Service Function

Commissioners are responsible for the unit service function and play a key role in Scouting: Through their efforts, units are able to serve more kids better. *Retention of units is their primary mission.* The foundation of unit service is the development of personal relationships with unit leaders; its essence is the assessment of each unit's strengths and needs; its effectiveness comes from the ability to link those needs with resources available through Scouting's operating committees.

The retention mission of the commissioner corps is best achieved by providing an adequate number of trained unit commissioners who provide a link to district committees in support of a quality unit program. Unit commissioners should focus on four primary areas:

- Supporting unit growth in the Journey to Excellence
- Linking district committee resources to the unit
- Visiting units and logging those visits in the Unit Visit Tracking System
- Supporting timely charter renewal

A council commissioner provides leadership to the commissioner corps. There are five components to the role of the council commissioner:

- To **envision** what effective unit service in the council should look like and what goals must be accomplished to fulfill that vision
- To **represent** volunteers and Scouts to the council's board of directors, its executive committee, and its professionals
- To **recruit** cabinet members and support the recruitment of district commissioners and an adequate number of administrative, roundtable,

and unit commissioners to provide effective unit service throughout the council

- To **retain** commissioners and units
- To **enable** commissioners to be successful

Envisioning requires alignment. Council commissioners should review their vision with other members of their Key 3 to ensure mutual support. Key 3s must support one another's goals to be successful, and alignment is essential for that.

Retaining commissioners includes ensuring recognition of their efforts.

There are limits to the council commissioner's role in recruitment. It **isn't** the council commissioner's job to recruit all commissioners; it **is** his or her responsibility to recruit assistant council commissioners to analyze the need for administrative, assistant roundtable, and unit commissioners throughout the council and hold those responsible for recruiting other members of the corps accountable for meeting those needs.

Retaining units begins with starting and sustaining high-performing units using the tools and techniques outlined in the *Unit Performance Guide*. It also includes ensuring that unit leaders are provided with ongoing training and communication through effective roundtables and that unit commissioners are engaged with their units.

Enabling the success of commissioners includes ensuring that timely, effective training is available to them. It also includes assigning cabinet members where they can be most successful, regularly assessing their performance, and sometimes, reassigning or replacing them to ensure effective unit service.

Using just seven objective metrics, a council commissioner can determine the effectiveness of unit service:

1. Council JTE scores for:
 - a. Commissioner Service
 - b. Unit Visitations
2. The percentage of new units served by new-unit commissioners
3. The percentage of units retained annually
4. The percentage of units achieving JTE status
5. The percentage of units completing charter renewal on a timely basis
6. The percentage of units represented at monthly roundtables

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SPECIAL COUNCIL COMMITTEES

The four primary functions of a council are membership, finance, program, and unit service. They are basic to the operation and organization of every council. These functions are carried out by specific operating committees that meet regularly.

However, there are many other functions in a council that are vital to its success. These may be handled by special committees on a regular basis, or by task forces, or even by individuals who may be called upon to meet a particular need. (Some councils like to group some of the functions below under a special committee on administration.)

The following is a list of some of these functions:

- Compensation and benefits
- Council insurance
- Employee relations
- Government relations and funding
- Legal counsel
- Strategic planning
- Enterprise risk management
- Alumni relations
- Property and maintenance
- Marketing
- Health and safety
- Nominating committee

Compensation and Benefits

It may be advisable from time to time for the council president to meet with three to five qualified executive board members to review the council compensation and benefits program. The responsibility is to:

- Review the organization of the council staff and make decisions based upon current and future needs.
- Review the job profiles, PDS goals, and performance ratings for all commissioned, certified, and staff employees in the council. Discussion should include individual development and succession planning. Professional salary ranges are provided by the National Council Human Resources department. While not required, professionals should be paid at the minimum and not above the maximum

for their range to ensure competitive salaries for recruiting and retention. The Scout executive's salary, benefits, and perquisites must be in compliance with Section 4958 of the IRS Code, Intermediate Sanctions.

- Ensure the benefits program is accessible and communicated to all employees.
- Give attention to the council reimbursement policies related to expense items such as interview, relocation, transportation, and business expenses.

Council Insurance

One function of the council enterprise risk management committee is to ensure that the assets of the local council, its officers, employees, chartered organizations, members, and volunteers, as well as their health and welfare are adequately protected with proper insurance coverage. The responsibility is to:

- Select a competent insurance agent.
- Work closely with the Scout executive or a designee and the broker to identify risks and desired coverages.
- Recommend ways to eliminate risks where possible, self-insure, or buy insurance for those risks that the council can neither eliminate or economically self-insure.



- Review annually the total council insurance program and recommend changes in coverages based on past experience and future needs.
- Be familiar with the contents of the risk management notebook, Section 19, for an overview of coverage purchased by the National Council for local councils. Although not exhaustive, it should be discussed with your insurance agent.
- Make certain that the council's building, property and equipment have been properly appraised and values updated.

An adequate and current liability and property insurance program is vital to the financial integrity of each council.

Employee Relations

While a committee on employee relations is not recommended, there are many vital matters related to employee relations which need attention on the council level. The responsibility is to:

- Produce an employee handbook that outlines all of the policies and conditions of employment in the local council.
- Make sure that the executive board understands and carries out the process for the selection of a council executive.
- Make sure that personnel procedures are carried out in the employment of staff.
- Determine the need for an affirmative action program, and, if needed, develop and implement.
- Take steps to guarantee the availability of legal counsel through the executive board to make sure that the board has first-hand information on the latest laws affecting employees.
- Maintain complete knowledge of policies and procedures as outlined in the "Briefcase" and assure that such policies and procedures are carried out.
- Make proper disposition of funds collected for group insurance and retirement.

Government Relations and Funding

Some councils routinely participate in one or more government programs as part of their regular operations. The National Executive Board has adopted certain policies and procedures relating specifically to government relationships and funding.

While day-to-day operation of any government-funded program rests with the council executive or designated staff persons, supervision of the expenditure of the funds rests with the council finance committee. The responsibility is to:

- Maintain the policies of the Boy Scouts of America.
- Approve all proposals, agreements, or contracts before submission to funding agencies.
- Follow accounting manual procedures as contained in the current *Local Council Accounting Manual* of the Boy Scouts of America.
- Ensure that there are adequate updated records of all local council participation in government-funded programs.
- Keep officers and board fully informed as to the content and status of proposals, agreements, and contracts.

It is the policy of the Boy Scouts of America to cooperate fully with local, state, and federal governments in carrying out the program of Scouting within the framework of our Charter and Bylaws.

Governments can be seen as a resource and should be considered along with other sources available to a council.

Legal Counsel

In our complex society, a council often finds itself involved with matters requiring the professional knowledge and judgment of an experienced attorney. There is a distinct advantage to a council having an attorney as legal adviser who is interested in Scouting, knowledgeable about its organization, and familiar with laws pertaining to not-for-profit organizations. The president appoints a legal specialist who is available during the year to advise the officers of the council regarding legal matters.

The responsibility is to be aware that actual or potential legal problems can occur at all levels and in all endeavors of a council. Every council should have its own legal counsel working closely with the council executive and/or reporting directly to the executive board.

In situations requiring bylaws changes, sale or purchase of property, and so forth, the council's legal adviser may serve as the chair or member of an ad hoc committee dealing with the matter.

To change the bylaws, see article XI, section 7, *Standard Local Council Articles of Incorporation and Bylaws*.

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Strategic Planning

Develop a council strategic plan. Supervise the use of the plan, and conduct annual reviews to update the plan.

The responsibility is to:

- Recruit a strategic plan chair, form a planning committee, develop the plan, and present the plan to the executive board.
- Assign responsibility for every adopted goal.
- Make sure the plan is referred to whenever it might affect planning or decisions.
- Conduct an annual review of the plan, update data and goals as necessary, and add one year so the plan is a minimum of three years ahead.

Enterprise Risk Management

Enterprise risk management is a disciplined approach that enables an organization to identify, evaluate, analyze, monitor, and improve upon the risks that threaten the achievement of an organization's strategic objectives.

For the purposes of this guide, the term "enterprise risk management (ERM)" has been adopted for the committee that serves both roles of health and safety and risk management. Don't be confused or put off by the title. Any name is acceptable provided that the needed functions of ERM are being met. By providing clarity of the distinct differences in the two functions, it is hoped that council leaders will understand what the work is and whether it should be divided into two groups or handled by one group.

What Do We Do?

The vision, mission, role, and responsibilities of the enterprise risk management committee

- The adventure of Scouting activities often includes a certain level of real or implied risk. Rather than diminish the thrill of new experiences, the leaders responsible for health, safety, risk management, and Youth Protection should recognize risks and hazards and help develop plans to manage them. That is what helps ensure that participants have a safe and successful adventure.
- Whatever the structure of the group or groups, the members must work with many council committees and others to be successful in their efforts.

- A suggested combined vision and mission can be restated as the following:

Vision: The enterprise risk management committee will help ensure the physical and mental well-being of all participants in the council program; lead efforts to instill the value of personal fitness and to prevent accidents, injuries, and illness; reduce risk; and protect the brand, people, property, and environment of the _____ Council, Boy Scouts of America.

Mission: The enterprise risk management committee provides leadership to help protect those who are engaged in program activities; promotes physical and mental fitness and resiliency within the council; and ensures a safer and lower-risk program wherever possible.

Health and Safety Roles

- Systematically and proactively identify, assess, and resolve health and safety issues and hazards associated with new, modified, or expanded program activities, and with newly recognized hazards/potential risks/loss exposures in existing programs.
- Promote personal health and physical and mental fitness as well as provide guidance when emergencies occur, and assess the impact on overall wellness.
- Develop and promote standards, rules, policies, guidelines, procedures, literature, awards, education, health and safety training programs, and information systems that will protect participants in program activities and help prepare for emergencies.
- Support internal groups, committees, panels, and task forces by providing health and safety expertise on issues that affect their respective missions and goals.
- Join, where appropriate, with external groups and associations (American Red Cross and the American Society of Safety Engineers, etc.) to advance health and safety efforts.
- Facilitate health and safety leadership for council-wide events such as camporees, conferences, pow wows, seminars, meetings, and a University of Scouting.
- Aggressively review known injury, illness, and accident data to establish root causes, identify trends, and update councilwide prevention strategies. The goal is to eliminate serious or fatal events and to reduce other events to minor or negligible results.

- Identify health, safety, risk management, crisis communications, insurance, and business continuity consultants who can assist the council as subject matter experts/specialists.
- Maintain a quarterly review of BSA national policies and guidelines related to health and safety issues.
- Work with council training personnel to develop and implement a training plan that addresses health and safety issues and heightens leader and youth awareness of safety concerns and risk avoidance.
- Help all council structures stay informed regarding national BSA policies and procedures, requirements, and recommendations related to safety protection, accident protection, emergency preparedness, health and safety education/training, fitness, camp standards, shooting sports, COPE activities, and aquatics.
- Help conduct council precamp and postcamp inspections, since council camps can introduce significant risk exposures for accidents.
- Support council camp operations in the area of camp health. Assist the council camping program with training for the camp health officer, serve as a liaison to local medical facilities, and develop standing orders for health and safety issues.
- In conjunction with others, evaluate injury reports from the camp health lodge records to look for trends.
- Assist local professional staff in identifying and logging injuries and accidents in the national database.
- Maintain awareness of health and safety issues in your area and how those specifically relate to Scouting programs (e.g., heat, cold, tick-borne illness).
- Provide regular communications to leaders at all levels relative to health and safety issues.

Risk Management Roles

- Systematically and proactively identify trends and hazards in the local council's Scouting activities that threaten the well-being of individuals and financial assets of local councils. Proactive assessment requires a comprehensive familiarization of council and district activities.
- Communicate effectively with the chairs of other committees in the council structure.

- Evaluate serious or fatal incidents for future prevention. In conjunction with others, evaluate injury reports from the camp health lodge records to look for trends at council and district camps.
- Develop a risk management plan. After the committee has identified the exposures that may cause accidents, evaluated serious and fatal accidents and violations of Youth Protection policies, and reviewed injury reports and allegations of abuse, it should be prepared to plan a strategy that will not only address specific problems but also be the basis of an overall effort to heighten the awareness of the need for safety and loss prevention.
- Develop a risk management training plan for all Scouting leaders.
- Working with the council's Youth Protection chair, prepare, disseminate, and evaluate the effectiveness of the National Council's Youth Protection program as applied in the local council, including availability of training for volunteers and employees, appropriateness of facilities at council properties, and other risk factors. Review reports of Youth Protection concerns or incidents.
- Disseminate policies and procedures regarding safety and loss prevention that are developed by both the National Council and local councils. This will enable council, district, and unit leaders, as well as youth members, to stay current and alert to safety guidelines.
- Develop a council ERM communications plan to leaders at all levels.
- Participate in council precamp and postcamp inspections. Since council camps represent significant exposures for accidents and Youth Protection issues, this committee should be actively involved in these critical inspections.
- Evaluate and address existing or potential environmental issues. The committee should review council operations in relation to any potential environmental issues and compliance with local, state, or federal requirements.
- Identify and address any workplace safety issues that exist, considering the role of the council as an employer for both year-round staff and seasonal camp staff.
- Periodically and in conjunction with other committee leaders, evaluate and recommend changes to the council's insurance coverage. Maintain an understanding of BSA insurance programs for the local council.

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- Survey council business risk annually, including information technology backup and security, OSHA requirements, and physical plant maintenance.
- Monitor state legislation applying to Youth Protection; training requirements for camps, leaders, and youth-serving organizations; state-mandated criminal background checks (CBCs); and any other pending legislative initiatives that may impact Scouting.

What We Should Not Be Doing

- Creating a completely risk-free Scouting experience
- Generating useless paperwork
- Scaring people by exaggerating or publicizing minor risks
- Stopping important Scouting activities for individuals where the risks are anticipated, mitigated, and managed
- Minimizing or reducing protection of people from identified risks that can cause real harm and suffering

Alumni Relationships

Each local council should have an ad hoc committee for alumni relationships in order to identify and engage some of the thousands of alumni who have come through the Scouting program and are now in a position to serve. The two main thrusts to help pursue these interests are the Scouting Alumni Association and the National Eagle Scout Association.

The Scouting Alumni Association was launched as part of the BSA's 100th Anniversary Celebration. This program gathers vital data from thousands of alumni who visit the BSAalumni.org website and reconnect with Scouting. These visitors provide contact information that is then forwarded to their local council. Alumni who connect with their local council can be excellent resources at the local council, district, or unit levels.

The National Eagle Scout Association is a dues-paying organization of members who have achieved the Eagle Scout rank. Each council should have a functioning NESA ad hoc committee of the executive board with a chair selected by the council president, in consultation with the Scout executive. Guidelines for organizing a council NESA committee are available on NESA.org or from the Alumni Relationships NESA team at the national office.

Duties of the alumni relationships and NESA committees include the following:

- Provide the council with dynamic, effective leadership to involve alumni and adult Eagle Scouts as active Scouting volunteers.
- Help lead councilwide searches for alumni and adult Eagle Scouts who are not currently involved in Scouting.
- In coordination with the council advancement committee, the NESA committee will recommend adult Eagle Scouts for involvement in such projects as advancement clinics, merit badge clinics, the merit badge counselor program, and district representation on Eagle boards of review.
- In coordination with the council activities committee, the NESA committee may be involved in conducting an annual Eagle Scout recognition dinner for young men who have earned the award in the past year.
- Engage in any other activities approved by the council president and Scout executive that would advance the Scouting movement.

Property and Maintenance

A property and maintenance committee is responsible for developing and implementing the council property and maintenance program. Its responsibility includes construction and major improvements:

- Establish a council maintenance plan and manual for each property.
- Analyze existing procedures and maintenance status and develop an orderly plan for property and maintenance management.
- Establish basic records and keep them up-to-date.
- Establish permanent procedures and schedules for routine operation of physical facilities.
- Conduct regular inspections, using maintenance job cards for repairs and replacements.
- Establish long-range schedules and procedures for eventual maintenance of all physical assets.
- Review all new construction or major improvement plans from a maintenance standpoint.
- Evaluate maintenance effectiveness annually and make recommendations to improve operational efficiency.

Where the council does not have a camp development committee, these technical camp functions are part of this responsibility:

- Prepare detailed plans and specifications.
- Provide adequate supervision and inspection of construction.
- Secure accurate as-built drawings of construction.
- Secure new equipment operational manuals.
- Ensure compliance with long-range development plan.

Budget and fiscal functions include:

- Compile annual property maintenance budget.
- Summarize annual costs for presentation and approval.
- Determine effective use of approved funds.
- Control expenditures.

Legal and real estate functions include:

- Review deeds, titles, and boundary surveys.
- Study easements, state and local laws and codes, and mineral and timber rights.

References include *Camp Program and Property Management*, *Camp Property and Outdoor Program Analysis*, and *Camp Facilities Evaluation Tool*.

Marketing

The objective of this committee is to develop and coordinate marketing and communications plans that will contribute to accomplishing the strategic goals of the council. The committee includes members with Scouting backgrounds, as well as those with marketing/public relations training, and Web development and audiovisual skills.

The responsibility is to:

- Determine the various audiences for marketing efforts—parents, youths, donors, etc.
- Determine the main message to be communicated to each. The main message to parents might be values education; to youths it might be the fun and adventure.
- Determine the best methods to communicate messages to audiences.
- Work with the council staff to develop and implement a council plan utilizing all council events and communications opportunities to reach target audiences and to create a high public visibility.

- Assist fundraising, volunteer, and recruiting operations through planned communications, designed to motivate target audiences.
- Plan and execute public relations programs that would strengthen chartered organization relationships and recognize them as indispensable members of the Scouting team.
- Use planned communications to provide internal and external public recognition of volunteers, with particular emphasis on unit leaders.
- Cultivate resources in Web development and digital media. These resources are extremely important in today's continuously changing field of digital communications.
- Utilize National Council marketing resources—guidebooks, PSAs, themes, etc., found at www.scouting.org/marketing.
- Appoint a spokesperson for your council. This individual should receive media and crisis training.

A major function of this committee is the development of a marketing plan that uses all facets of council operations to tell the story of Scouting.

Nominating Committee

The local council nominating committee has the important responsibility of recommending a slate of council members at large, associate and honorary members, advisory council members, executive board members, council officers (except the Scout executive), and local council representatives to the National Council for the following year.

Members of the nominating committee are appointed by the council president. The nominating committee meets periodically during the year to build its prospect list, fill vacancies, and cultivate potential leadership. At least three months before the annual council meeting, the council president should confer with the committee chair regarding the forthcoming elections. The council president may want to add to the committee membership to guarantee that the best possible candidates will be selected for council leadership.

See "Council Election Procedures," which is part of the Council Nominating Committee Worksheet (not included here).

THE FUNCTIONS OF THE DISTRICT

A Scouting district is a geographical area of the BSA local council, as determined by the council executive board. District leaders mobilize resources to ensure **the growth and success of Scouting units within the district's territory.**

All districts are responsible for carrying out four standard functions.

1. Membership

The **membership** function strives for growth through the organization of new Scouting units and growth through new members joining existing units.

2. Fund Development

The **fund development** function sees that the district provides its share of funds to the total council operating budget.

3. Program

The **program** function concentrates on helping Scouting units with:

- Camp promotion
- Special activities, including community service
- Training adult volunteers
- Advancement and recognitions

4. Unit service

The **unit service** function provides direct coaching and consultation by district volunteers to all unit leaders to help ensure the success of every Scouting unit.

The membership, fund development, and program functions are carried out by members of the district committee. The unit service function is carried out by the district commissioner staff.

The order in which the functions are listed is not meant to suggest the order of their importance, but the natural interrelationship and flow of the functions. The movement cannot achieve its purpose without first organizing units and enrolling members. Unit programs are supported by the district through its program functions and unit service. All four functions are equally important and necessary. If one suffers from lack of attention, the work of the district suffers.

The district chair is a member of the council executive board upon approval. The district commissioner meets with the council commissioner and other district commissioners on a regular basis. The chair of each district operating committee may be a member of the corresponding council committee.



COUNCIL-LEVEL MEETINGS

Council-level meetings are held to conduct important business and to accomplish council program goals. Here is a suggested pattern of council-level meetings:

- Council annual meeting
- Council executive board
- Council executive committee in months when executive board does not meet, or on call
- Council functional committees (as required)
- Special council committees (as required)
- Commissioner conference (annually)
- District commissioners (monthly)
- Council annual planning conferences (budget and program planning)
- Council recognition dinner (annually)

There may be occasions when different meetings can be held simultaneously to conserve Scouters' time.

Council Annual Meeting

Each year, at a time set by the council executive board, the council must meet to hold elections, receive reports, act on resolutions, and transact other necessary business.

This meeting may be held in conjunction with the council annual recognition dinner or separately. It provides an excellent opportunity to communicate with our Scouting public as well as the public at large. The annual meeting should be carefully staged to make it attractive and important to the participants. Major accomplishments and programs can be highlighted. Chartered organizations, chartered organization representatives, and unit leaders should be given appropriate recognition, as well as information geared to their needs.

Council Executive Board Meetings

The council executive board meeting is the key administrative and policymaking meeting in the local council. Considerable attention must be given

to be sure that each council executive board meeting accomplishes something significant in maintaining, improving, and expanding Scouting throughout the council. Monthly meetings are encouraged because they provide continuity, build broad-based support, share decision making, facilitate communications, and develop council leadership.

The council executive board meeting should be held in a location that enhances the regard for Scouting by its members and the public. A printed agenda should accompany the meeting notice to prepare members for active involvement. Committee reports should be printed in advance and mailed. This enables a council executive board member to review the work of the committee without burdening the meeting with details. Committee chairs report only on items and committee reports of major importance or those requiring action by the council executive board.

The council executive board agenda should include the approval of the minutes, the treasurer's report, a discussion of financial conditions, items requiring action, and other functional major reports, such as membership, unit condition, and council events.

Council Executive Committee Meetings

The council president, council vice presidents, council commissioner, council treasurer, functional chairs, and Scout executive generally make up the council executive committee. Others may be appointed by the council president. When they meet, they consider the selected items of major concern to the council.

A typical agenda would include an updating of the council's position in regard to the four functions. The council executive committee meeting should stimulate and support, but cannot supersede, the council executive board meeting.

SCOUTING—A CIVIC RESPONSIBILITY

Do you enjoy relationships with spirited people? If so, come on in! Scouting volunteers all serve a common cause and it shows in our relationships with each other.

If you care about the future of your country and about its children, then you may find volunteer service in Scouting quite satisfying. One of the best ways to have a hand in shaping the future is to help shape the young people who will ultimately own it and run it.

Council Board Organization and Position Responsibilities

“Successful Councils Are Volunteer Driven, Professionally Guided.”

The following position responsibilities for the council executive board are available at www.scouting.org/missionimpact. You can adapt them to fit your local council organizational structure.

The council executive board orientation manual includes 90 minutes of DVD instruction in 17 modules. You can use the modules as part of your annual board retreat, basic orientation of new board members, or at individual board and committee meetings that relate to your discussion topics during those key times of the year.

Executive Board Responsibilities

- Exercise all powers of the council in the intervals between council meetings. This does not include authority to amend the articles of incorporation.
- Approve plans of the various committees. Detailed analyses of various phases of council operation are made by appropriate committees, which then present recommended plans and alternate courses of action to the executive board for decision.
- Select and employ a Scout executive as the council’s CEO.
- Elect, on recommendation of districts and Scout executive, the district commissioners.
- Review acts of the executive board’s committees.
- Fill interim vacancies in offices or membership ordinarily subject to election by the council.
- Elect additional members at large between meetings of the council, as long as the council is under the maximum allowable.

- Act as a “court of last resort” with the advice and approval of the National Council on questions of local policy and procedures not covered by BSA regulations.
- Coordinate the work of the districts and the various phases of the council program.
- Approve and raise the annual operating budget and revise as necessary.

Executive Committee Responsibilities

The executive committee is composed of elected council officers; the Scout executive, who shall have no vote; and others, as appointed by the president and approved by the executive board. The minutes of these meetings are submitted to the executive board at its next regular meeting for approval. The executive committee:

- Acts on behalf of the executive board between board meetings
- May not act contrary to action previously taken by the board

Council Member at Large Responsibilities

Individuals are selected because of their standing in the community and their interest in Scouting. Members at large should reflect the various business, labor, civic, education, religious, cultural, and ethnic interests of the council territory. One fewer council member at large is allowed than the number of chartered organization representatives.

Members at large:

- Provide support and guidance in following the council’s strategic plan
- Vote on all council operational policies and procedures
- Help provide a quality program to all chartered organizations
- Serve on one or more council committees

(Note: All officers, chairs of board committees, district chairs, and executive board members must first be elected as council members at large if they are not chartered organization representatives. Members of the individual council committees do not have to be members of the board to serve.)

Officer Responsibilities

Council President

The council president:

- Provides support and guidance in following the council's strategic plan
- Serves as the board's highest elected officer and top volunteer leader
- Serves as a member of the council Key 3
- Chairs meetings of the council executive board and council executive committee
- Serves as a National Council representative to the National Council and regional committees
- Coordinates the work of the council executive board and committees
- Ensures that all committee chairs and their members are trained and coached and that they follow through on their assignments
- Recruits and motivates volunteers at all levels
- Works toward financial stability and growth of the council

Council Commissioner

The council commissioner:

- Provides support and guidance in following the council's strategic plan
- Serves as a member of the council Key 3
- Recruits, manages, and trains a corps of commissioners through the districts
- Promotes quality program through the Journey to Excellence program within Scouting units
- Makes periodic district and unit visits
- Serves with council president as a National Council representative

Scout Executive

The Scout executive:

- Provides support and guidance in following the council's strategic plan
- Serves as the council's commissioned professional and the CEO/executive director
- Serves as a member of the council Key 3
- Acts as secretary for all council committees

- Hires and supervises all employees of the council, subject to approval by the council executive board
- Works with volunteer Scouters on all levels to achieve the council's mission
- Maintains standards in the operation, program, and administration of the council
- Executes the decisions of the council within the national BSA guidelines

Council Vice President Administration

The council vice president administration:

- Develops and helps guide implementation of the council's strategic plans
- Works with ad hoc or ongoing committee projects as assigned by council president
- Is assigned specific duties by the council president, based on the council's needs
- Develops and coordinates marketing and communication plans that contribute to the council's strategic goals
- Develops and implements, by working through committees, council property and maintenance program, including construction and major improvements
- Accesses areas of legal issues, and works with the committee to develop a risk management plan
- Coordinates other subcommittees specifically responsible for marketing, property, legal, strategic planning, enterprise risk management, and others as needed

Council Vice President District Operations

The council vice president district operations helps ensure the integrity of district operations throughout the council and guides district chairs in their accountability for success of their respective district.

Their professional adviser is the Scout executive and/or the professional designated by the Scout executive as staff leader for the council's field staff (director of field service in large councils and field director or assistant Scout executive in other councils).

The council vice president district operations:

- Provides support and guidance in following the council's strategic plan
- Becomes familiar with the council's districts and their current needs

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- Meets with district chairs of the council and helps guide, counsel, and encourage them to attend and participate in council board meetings
- Holds district chairs accountable for filling key positions and their recruitment of an adequate number of district committee members
- Works with the staff adviser to develop recruitment action plans where needed
- Oversees a district committee training workshop at least annually to train all operating committees and district Key 3s
- Assists the council president and Scout executive at the annual growth opportunity meeting of district Key 3s to approve district objectives and work with districts on their annual action plans to achieve their objectives
- Reports to the executive board on the current state of district operation in the council
- Presides at regular meetings of the council's district chairs or district Key 3 to review district objectives and other key district issues
- Assists with special district needs and problems as needed
- Serves on district nominating committee in districts where the council president believes help is needed to secure key leadership and recruit and select a quality district chair
- Helps district chairs maintain a good working relationship with their respective district executives

Council Vice President Finance

Subcommittees may be divided with a chair of each specific area of responsibility for finance (investment advisory, budget committee, and compensation and benefits). The council vice president finance:

- Provides support and guidance in following the council's strategic plan
- Reviews the council's annual budget needs
- Reviews needs and fundraising history to develop a realistic budget
- Helps with prioritizing of expenditures
- Coordinates work of the audit committee in consultation with treasurer
- Ensures that all financial obligations are met

- Works with the Scout executive in ensuring the nationally recommended compensation and benefits program is in place

Council Vice President Fund Development

Subcommittees may be divided with a chair of each specific area of responsibility for fund development (annual campaign, capital campaigns, planned giving). This vice president:

- Provides support and guidance in following the council's strategic plan
- Reviews the council's annual budget needs to determine the annual campaign needs to be raised through all income sources
- Reviews needs and fundraising history to develop a realistic budget
- Works to increase endowment gifts and long-range giving programs
- Works with the steering committee on the annual Friends of Scouting campaign
- Guides the council in determining and raising the necessary funds to meet obligations as a part of any capital campaign needs

Council Vice President Membership/Relationships

The chair of membership/relationships should be a member of the executive board, and most often a council vice president. Other members of the board should supplement the chair's services. In many councils, this position will be titled vice president—membership/relationships and is directly responsible to the council president.

Position Concept:

Gives leadership to the membership/relationships function in the council. Recruits, trains, and leads a committee. Develops and expands relationships between chartered organizations and the council. Develops cooperative relationships with key community organizations. Develops and executes plans that will result in increased youth membership and in greater support for chartered organizations.

Principal Responsibilities:

- Direct the work of the membership/relationships committee. Use monthly membership reports and Journey to Excellence council, district, and unit reports to identify priorities.

- Recruit, train, and motivate Scouters to serve on the committee and help it to carry out its functions effectively.
- Promote membership and unit growth in Cub Scouting, Boy Scouting, Varsity Scouting, and Venturing through the membership cycle, coordinating youth recruiting and new-unit organization. Plan and help districts carry out roundups, new-unit campaigns, and the other elements of the membership cycle.
- Develop more effective communication with chartered organizations.
- Cultivate community organizations, groups, and associations that might become chartered organizations or support the Scouting program in other ways.
- Support the religious emblems program of chartered organizations.
- Stimulate the use of the program by special youth populations (i.e., low-income, disabled, and ethnic young people, or those in sparsely populated rural areas).
- Prepare short-, intermediate-, and long-range membership and unit objectives.
- Give leadership to events such as relationships conferences or fireside chats with heads of chartered organizations.
- Promote membership growth in all markets.

Council Vice President Program

This vice president coordinates the work of council operating committees with activities and civic service, advancement and recognition, camping and outdoor program, leadership training, and health and safety.

This vice president:

- Provides support and guidance in following the council's strategic plan
- Develops promotional plans for outdoor programs
- Develops a well-balanced activity schedule for participation by units on a council and district basis, including anniversary celebrations, camporees, field days, etc.
- Promotes civic service and Good Turn projects
- Maintains advancement standards and records
- Coordinates suggested list of Eagle service projects

- Encourages all council, district, and unit volunteers to complete the appropriate training programs in a timely manner
- Maintains training records and reports
- Responsible for safe practices, equipment, and facilities in all Scout programming, including council camps and off-site camping
- Works with awareness and implementation of key health and safety issues within the council, districts, and units

Council Treasurer

The council treasurer:

- Provides support and guidance in following the council's strategic plan
- Ensures proper fiscal operations
- Ensures that adequate accounting systems are used
- Reports on the council's financial status at executive board meetings
- Oversees the annual audit through the audit committee, normally reporting to the vice president finance
- Ensures that all required financial reports are prepared on a timely and accurate basis

District Chair

- Provides support and guidance in following the council's strategic plan
- Represents the district on the executive board
- Responsible for all liaison between council and district
- Reports directly to council president or a vice president district operations

Advisory Council

Advisory council members:

- Provide support and guidance in following the council's strategic plan
- Are people who are unable to devote time to Scouting regularly, but may serve the council on special assignment or as a consultant in a specific area
- Attend executive board meetings as available, but do not have a vote

UPDATE

SUPPORT MATERIALS

Activities and Civic Service Committee Guide,
No. 33082

Administration of Commissioner Service, No. 34501

Asian American Emphasis in Your Local Council,
No. 11-082

Best Methods for Multicultural Growth, No. 523-035

Camp Facilities Evaluation Tool, No. 430-085

Camp Program and Property Management,
No. 20-920

Camping and Outdoor Program Committee Guide,
No. 611014

Charter and Bylaws of the Boy Scouts of America,
No. 100-491

Chartered Organization Representative, The,
No. 33118

Commissioner Fieldbook for Unit Service, No. 33621

Council and District Plan Book, No. 513-002

Council Nominating Committee Worksheet,
No. 513-331

*Cub Scouting, Boy Scouting, and Venturing in American
Indian Communities*, No. 07-110

District Fund Development Committee Guidebook,
No. 33779

District Nominating Committee Worksheet,
No. 513-332

District, The, No. 33070

Guide to Advancement, No. 618673

Guide to Leader Training, No. 511-028 (online only)

Local Council Accounting Manual, No. 80-232

Membership Committee Guide, No. 615875

*Orientation Guide for Council Officers and
Executive Board Members*, No. 33161

Rules and Regulations of the Boy Scouts of America,
No. 100-492

Scouting in Rural Communities, No. 523-235

Scouting in the African American Community,
No. 11-056

Scouting in the Hispanic/Latino Community,
No. 523-012

Staging Recognition Meetings, No. 33706

*Standard Local Council Articles of Incorporation
and Bylaws*

Strategic Planning for Council Camp Properties,
No. 20-940 (online only)

Training the Chartered Organization Representative,
No. 04-113

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<http://www.scouting.org>

SKU 33071



7 30176 32376 3
33071 2013 Printing
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