

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 December 2008.



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, finance, 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 representative 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*.

Finance: 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 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 nonsectarian. 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 Centennial Quality Council and Centennial Quality District 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 Centennial Quality Unit 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, finance 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 finance, 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.

Each district committee elects a chair, vice chair, and other district committee members. The district chair is nominated and elected by the district committee. 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." It shall be the general practice of the executive board to meet monthly. 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. It takes action to achieve the purposes of the local council.

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*.

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 organizing, administrative, and leadership ability, preferably with wide and practical experience in Scouting. This person, working with the Scout executive as a member of the council Key 3, provides leadership for the commissioner staff and other Scouters in effectively serving the packs, troops, teams, 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

Councils may have more than one 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 3's.
5. Assist the council president and Scout executive at the annual growth opportunity meeting of district Key 3's 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.

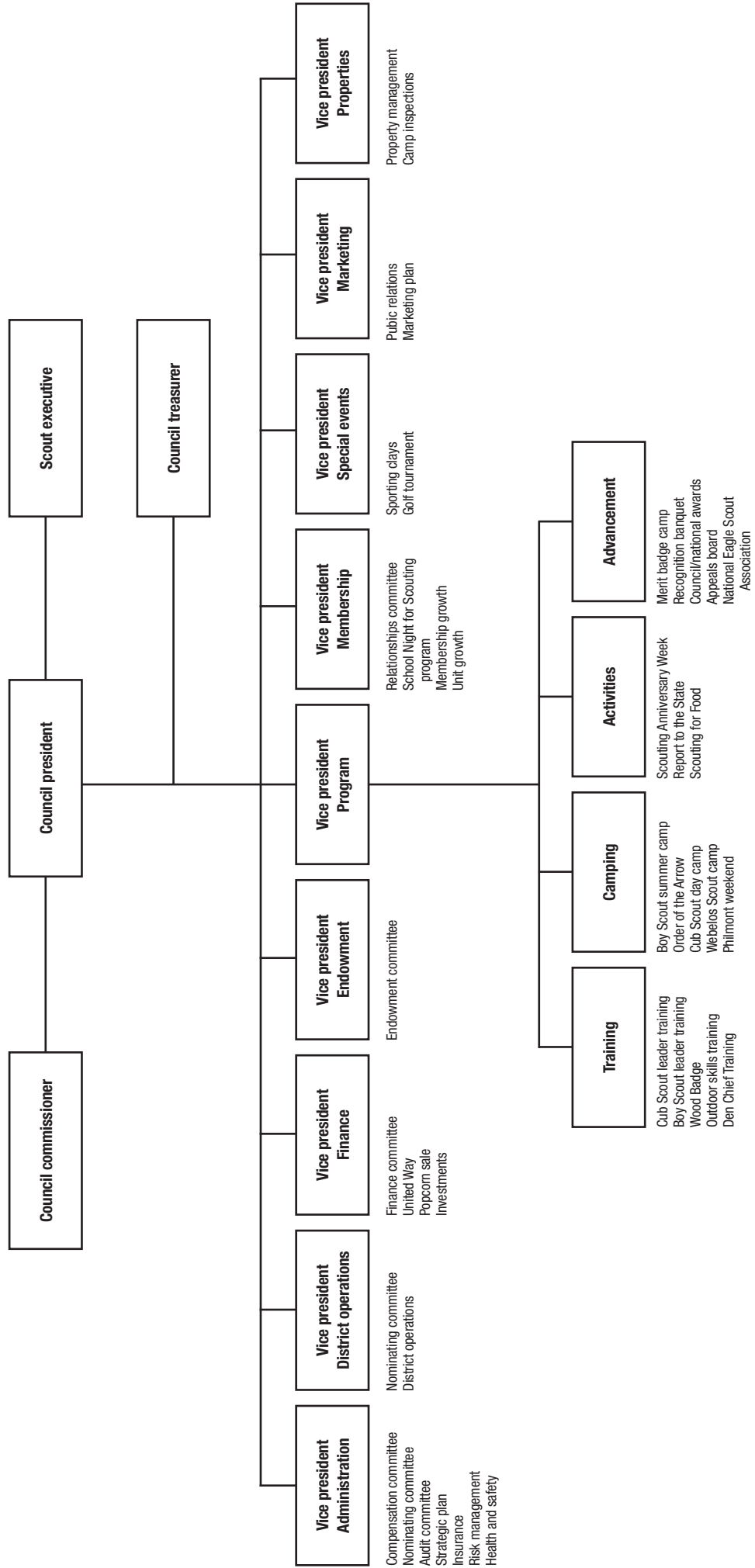
District Chair

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 district operations.

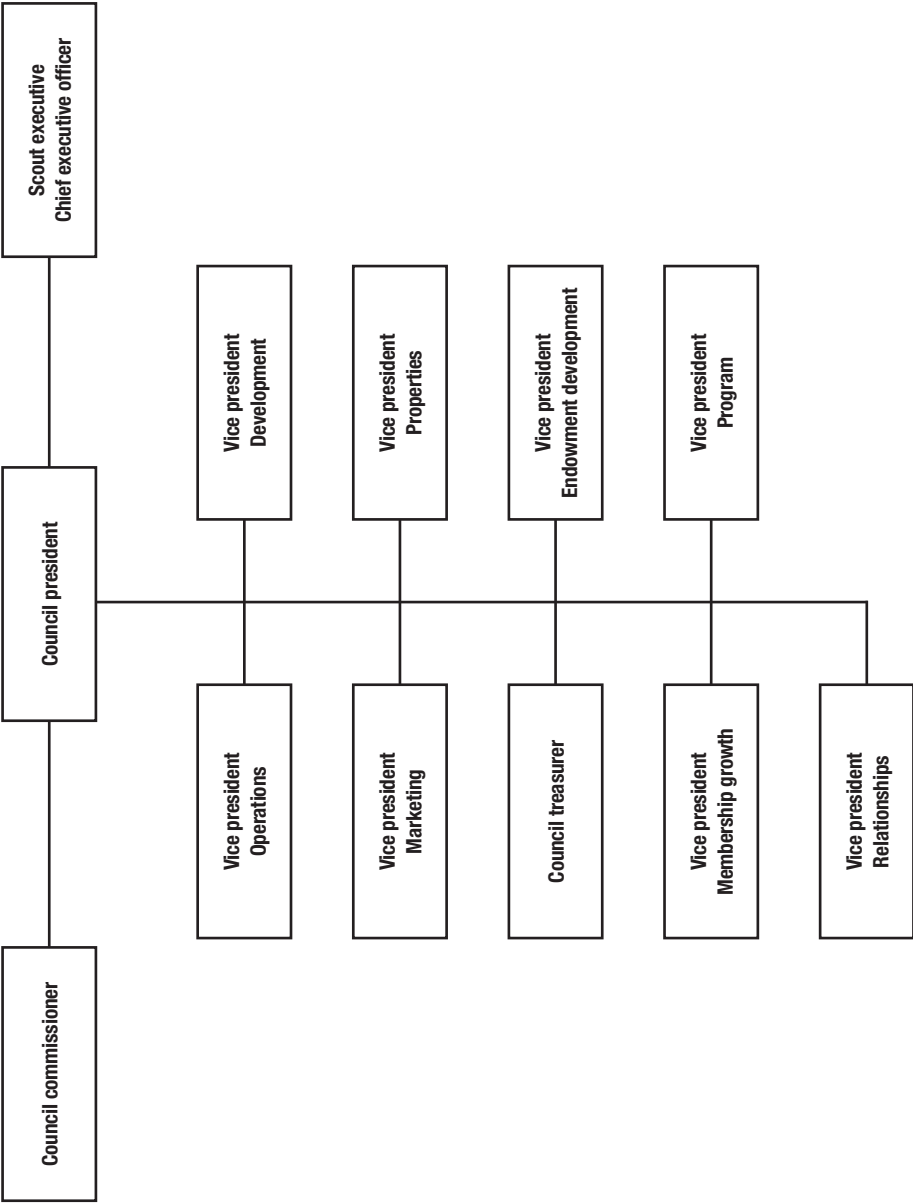
The council is no stronger than its districts. District committees and commissioner staffs are the arteries through which the council program flows to organizations; to units; and, through them, to youth. The major responsibility, therefore, of top council leadership is to build strong districts through 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."



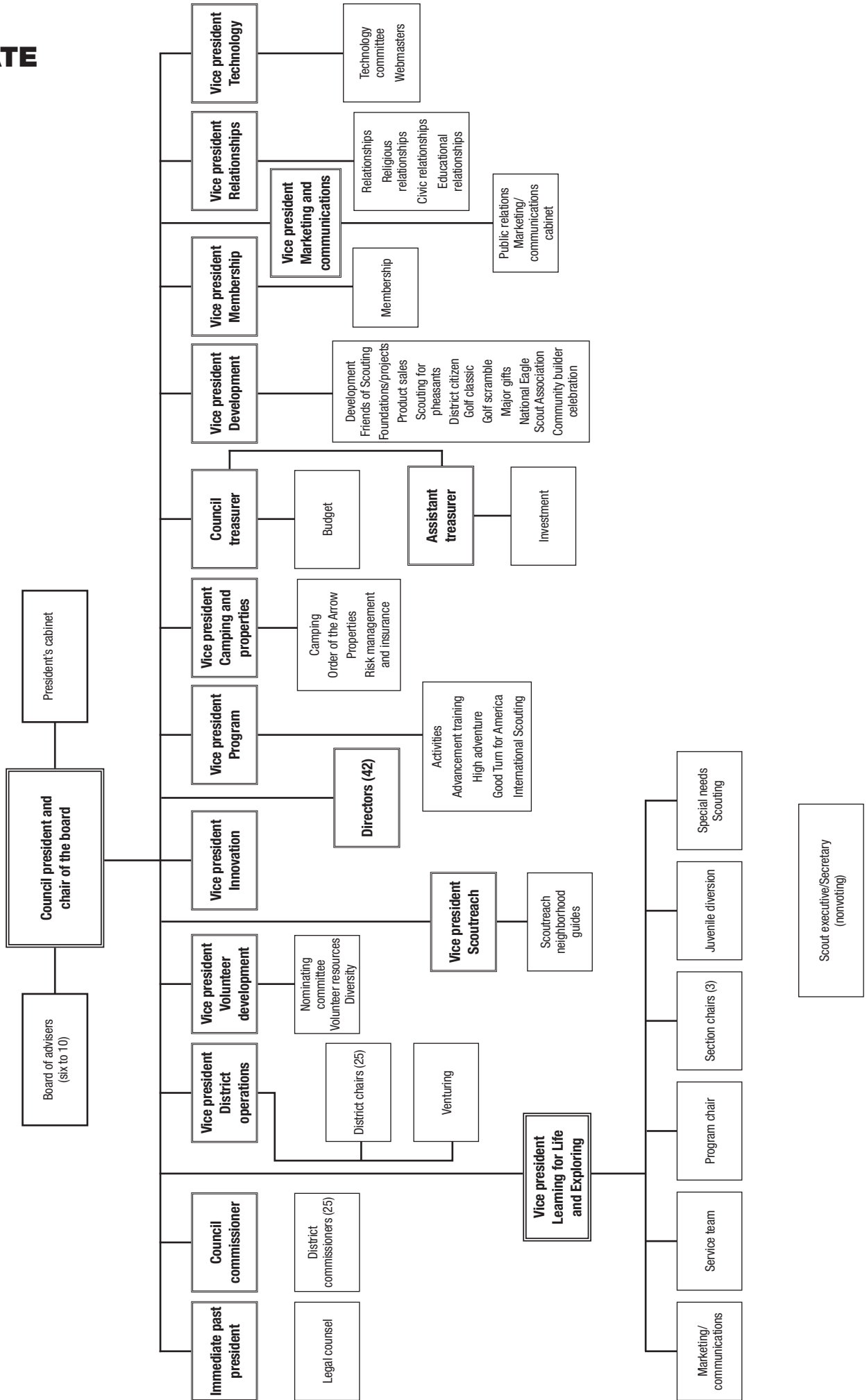
Local Council Executive Board Sample Organization Chart



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 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.
- Make youth surveys of Tiger Cub–age, Cub Scout–age, Boy Scout–age, and Varsity Scout–age boys, and Venturing-age youth.
- Make surveys of prospective chartered organizations.
- Train district membership chairs and others in all areas of membership, 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.

- 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.

Finance Function

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

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.

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, finance chair, 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 enrollment and current needs; manages and directs the FOS organization; prepares a master calendar; assists in building upper-level prospect lists for memberships; assists coordinators in recruiting key leadership; accepts responsibility for enrollment of council memberships; personally enrolls in the upper level of FOS; determines forms of recognition; and attends meetings called by the council FOS chair.

Enrollment takes place during a specific period established in cooperation with the United Way. 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 finance 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 finance 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. These events are only part of a total fundraising program. Commonly successful fundraising events include distinguished citizen awards, industry-specific luncheons and breakfasts, golf tournaments, sporting 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 finance 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 or planned giving 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 finance 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.

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



UPDATE

- National Summertime Pack Award
- Camp standards and policies
- Tour permits
- 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 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

Fast Start training—New leaders take online training for their specific responsibilities.

This Is Scouting training—New leaders take this online training for a broad overview of the Scouting program.

Cub Scout leader training—Responsibilities for training at a council level may include coordination of the Cub Scout Leader Recognition Plan, Cub Scout Leader Basic Training, pow wows, den chief conferences, and participation in Wood Badge for the 21st Century.

Boy Scout leader training—Responsibilities for training may include: coordination of the training award program, basic leader training, Youth Leader Training, Boy Scout leader outdoor training, and Wood Badge for the 21st Century.

Venturing leader training—This includes training for the Venturing Advisor and crew officers' seminars.

Training responsibilities of the council—These include the following:

- Adult basic, supplemental, and advanced training
- Training for council and district volunteers
- Youth leader training
- Wood Badge for the 21st Century
- Training for council employees
- Administration of the training awards
- Providing necessary training materials
- Promoting Philmont training conferences
- Maintaining training records and reports

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 Bronze, Gold, 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

- Developing a list of Eagle service projects
- Training district advancement chairs
- Registering and training merit badge counselors
- Promoting advancement

Unit Service Function

The council commissioner has the overall responsibility for unit service, including:

- Working with and through district commissioners
- Presiding at commissioners' cabinet meeting
- Visiting district commissioner staff meetings periodically
- Requesting support from the regional/area commissioner
- Aiding district commissioners in recruiting
- Helping train district commissioners
- Keeping in close touch with district commissioners by telephone, letter, personal conference, and on-the-job coaching
- Working closely with the council executive
- Serving as an active member of the executive board, keeping the board informed about unit conditions

- Attending the regular planning and coordinating sessions with the council president, the Scout executive, and other officers
- Planning and conducting an annual commissioner conference
- Receiving regular reports and counsel with district commissioners on extent and quality of service to all units
- Promoting *Boys' Life*
- Monitoring monthly unit visits
- Becoming familiar with the official BSA National Council Web site and commissioner support resources

Boys' Life Promotion

The responsibility includes:

- Becoming familiar with the council and district *Boys' Life* records, and making periodic progress reports to the executive board
- Encouraging 100 percent subscribing units, financed through unit budget plans
- Promoting use and understanding of *Boys' Life* in roundtable, new-unit organization, charter renewal, joining nights, and training courses





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
- 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.
- Guide the development of procedures for the preparation and updating of position descriptions and standards of performance for all professional positions in the council.
- Make sure that starting and in-service salaries are based on the current national salary chart for

professional positions and based on local conditions for staff positions.

- Provide the benefits program to all employees.
- Give attention to the council reimbursement policies related to expense items such as: interview—relocation—transportation—business expenses.

Council Insurance

The function of the council 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. Review the national insurance plan.
- 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. Reference: *Local Council Accounting Manual*, vol. 2, under "Explanation and Use of Public Support and Revenue Accounts."

Legal Counsel

In our complex society, a council often finds itself involved with matters requiring the profes-

sional 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*.

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 project 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 always for five years ahead.

Risk Management

The committee charged with the mission of risk management will identify trends and hazards in Scouting activities in local councils that threaten the personal well-being of individuals (fatalities, serious injuries, sexual abuse, etc.) and financial assets of local councils. The committee will analyze problems and recommend solutions for loss prevention.

Risk management and health and safety are separate functions: Health and safety is programmatic, while risk management is administrative. There must be good communication between the two.

The chair of the health and safety committee should act as a liaison to the risk management

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committee. Options on how a council can provide both functions is given in the health and safety section of this manual.

The adventure of Scouting activities often equates with a certain level of real or implied risk. Rather than diminishing the thrill of new experiences, the function of risk management policy should recognize the hazards and help develop a plan to manage the risks and assure participants a safe and successful adventure.

Basic functions are:

- **Analyze activities to identify potential exposures to loss.** The committee must familiarize itself with all council activities to identify what potential for loss exists.
- **Evaluate serious or fatal incidents for future prevention.** The committee should investigate or review all serious injuries or fatalities that have occurred on council property or in connection with a Scouting activity, and develop recommendations for future prevention.
- **Develop a risk management plan.** After the committee has identified the exposures that may cause accidents, evaluated serious and fatal accidents, and reviewed injury reports, it should be prepared to plan a strategy that will not only address specific problems, but will be the basis of an overall effort to heighten the awareness of the need for safety and loss prevention.
- **Disseminate policies and procedures regarding safety and loss prevention.** The committee should be responsible for disseminating policies and procedures relating to loss prevention. This information will give support to training efforts. It will enable council, district, and unit leaders, as well as youth members, to stay current and alert to safety guidelines. A helpful publication for identifying policies and guidelines relating to safety in Scouting activities is the *Health and Safety Guide*, or the *Guide to Safe Scouting*.
- **Participate in council precamp/postcamp inspections.** Since council camps represent significant exposures for accidents, this committee should be actively involved with precamp/postcamp inspections.
- **Environmental issues.** Review council operations in relation to any potential environmental issues.
- **Workplace safety issues.** Consider the role of the council as an employer.

Health and Safety

In many councils, the health and safety committee operates closely with the risk management committee. These committees work with health, safety, and program experts (shooting sports, fire prevention, emergency response, etc.) to identify potential hazards and help reduce risk to an acceptable level. An ideal health and safety committee would include a mix of credentialed professionals such as engineers, physicians, nurses, emergency medical technicians, and other emergency medical service personnel, firefighters, police, and other program experts.

Vision

The health and safety committee will help ensure the physical and mental well-being of all participants in the council program; lead efforts to instill the values of personal fitness, and to prevent accidents, injuries, and illness; and protect the people, property, and environment of the _____ Council, Boy Scouts of America.

Mission

The health and safety committee provides leadership to help protect those who are engaged in program activities; promotes physical and mental fitness within the council; and prepares youth for emergency service when required.

Functions, Responsibilities, and Goals

It is the responsibility of the health and safety committee to

- Systematically and proactively identify, assess, and resolve hazards associated with new, modified, or expanded program activities, and with newly recognized hazards in existing programs.
- Promote personal health and physical and mental fitness.
- Develop and promote standards, rules, policies, guidelines, procedures, literature, awards, education, training programs, and information systems that will protect participants in program activities and to prepare for emergency service.
- Support internal groups, committees, panels, and task forces, including other council committees, by providing health and safety expertise on issues that affect their respective missions and goals.
- Where appropriate, join 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, University of Scouting, seminars, and meetings.
- 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 and safety consultants who can assist the council both as specialists and as members of the health and safety committee.
- Stay aware by reviewing national BSA policies 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 related to safety protection, accident protection, emergency preparedness, health education, fitness, camp standards, and aquatics.
- Help conduct council pre-camp and post-camp inspections, since council camps can represent significant risk exposures for accidents.
- Support council camp operations in the area of camp health. Assist the council camp with training for the camp health officer, serve as a liaison to local medical facilities, and develop standing orders for health and safety issues. (See Camp Health and Safety.)

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 Alumni Connection and the National Eagle Scout Association.

Alumni Connection was launched as part of the BSA's 100th Anniversary Celebration. This program gathers vital data from thousands of alumni who visit the Scouting Alumni and Friends Web site and reconnect with Scouting. These visitors provide contact information that is then forwarded to their local council. Visitors may also make online donations 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 ScoutNET or from the Alumni Relationships 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.

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- 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 *Local Council Strategic Planning—Pillars for Success*.

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.
- 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. Finance

The **finance** 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, finance, 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. 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 (monthly or bimonthly)
- 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 or distributed at the outset of the meeting. 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 in a Microsoft Word document on the CD that comes with the Council Executive Board Orientation manual. You can adapt them to fit your local council organizational structure.

The orientation manual also includes 90 minutes of DVD instruction in 18 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.
- 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 less 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 Centennial Quality Unit Award 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, 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
- 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 3's
- Assists the council president and Scout executive at the annual growth opportunity meeting of district Key 3's 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 Fundraising/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

Subcommittees may include a chair of each specific area of responsibility as it relates to education, religious, and community and civic relationships, reporting to the vice president membership/relationships.

Councils may also have additional subcommittees that focus on relationships with a specific type of chartered organization or to coordinate a special emphasis, such as Catholic, Protestant, Jewish, or labor relationships.

This vice president:

- Provides support and guidance in following the council's strategic plan
- Develops and implements the council's long-range membership plan
- Develops an annual plan to achieve membership growth, including new unit campaigns, relationship events, and recruitment drives
- Cultivates and maintains relationships with chartered organizations and other community groups
- Builds working relationships with religious, education, community, and fraternal organizations
- Works with special committee on serving the needs of youth with disabilities

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 either online or at a scheduled training session
- 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



SUPPORT MATERIALS

Activities and Civic Service Committee Guide, No. 33082
Advancement Committee Policies and Procedures, No. 33088
Camping Committee Guide, No. 33083
Charter and Bylaws of the Boy Scouts of America, No. 57-491
Chartered Organization Representative, No. 33118
Commissioner Administration of Service, No. 34501
Commissioner Fieldbook for Unit Service, No. 33621
Council Nominating Committee Worksheet, No. 14-33156
Council and District Plan Book, No. 33032
District Nominating Committee Worksheet, No. 14-33157
District, The, No. 33070
District Finance Committee Guide, No. 33779B
Foundations for Growth, No. 04-925
Health and Safety Guide, No. 34415
Highlights of Risk Management, No. 10-205
Leadership Training Committee Guide, No. 34169
Standard Local Council Articles of Incorporation and Bylaws, No. 33736
Local Council Guidebook on Serving Low-Income Urban Communities, No. 33089

Local Council Guidebook on Serving Rural Communities, No. 33090
Local Council Strategic Planning, No. 30535
Membership /Relationships Committee Guide, No. 33080
Neighborhood/Small Community Plan of District Operation, No. 07-402A
Orientation Guide for Council Officers and Executive Board Members, No. 33161
Rules and Regulations of the Boy Scouts of America, No. 57-492
Staging Recognition Meetings, No. 33706
Training the Chartered Organization Representative, No. 04-113
Camp Program and Property Management, No. 20-920
Camp Property and Outdoor Program Analysis, No. 20-940
Camping Program Guidelines, No. 13-631
Local Council Accounting Manual, No. 80-233

All of these publications may be ordered or purchased through your local council service center.



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