

# GOLDEN EAGLE DISTRICT

## OPERATIONS HANDBOOK

Roles and Responsibilities



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## The District Key 3

The Key 3 consists of the district chair, the district commissioner, and the district executive. It is a leadership team whose members:

- Confer regularly.
- Coordinate and support each other's plans and projects.
- Conduct the annual district charter renewal.
- Face up to facts of the district together.
- Share successes and failures.
- Welcome each other's suggestions and constructive criticism.
- Strive for mutual helpfulness based on good teamwork, common courtesy, and mutual respect.
- Provide the liaison between the district committee and the commissioner staff.

A typical Key 3 meeting is an informal meeting to plan, strategize, and openly share needs and concerns of the district. One or more of these topics may be discussed:

- Balanced membership growth
- Promised help to units to achieve the Journey to Excellence Unit Award
- Training of unit and district personnel
- Camp promotion and outdoor program
- Advancement in packs, troops, and crews
- Unit problems
- Unit charter renewal
- Setting plans and reviewing the district plan book (on a regular basis)
- Friends of Scouting (fund development)
- Current activities
- Chartered organization relationships
- Personnel needs of the commissioner staff and district committee
- Planning the district meeting agenda
- Reviewing A Self-Evaluation Guide for Successful District Operation (annually)

The week before the district meeting, the Key 3 meeting might be expanded to include operating committee chairs and other officers to:

- Report on the current month's assignments and priorities.
- Set assignments and priorities for the next month.
- Make a final check on the district meeting agenda and promotion.

## The District Chair

The district chair is the top volunteer Scouting leader of the district in a defined geographical area, whose job is to motivate a talented team of people. District chairs preside at district committee meetings and represent the district on the council executive board. They are responsible for the membership, program, and fund development functions of the district.

### Major Tasks of the District Chair

1. Identify and recruit enough of the right people as operating committee chairs.
2. Initiate plans and help committee chairs recruit an adequate number of members to carry out the functions of the district.
3. Plan (with the district executive) and preside at district committee meetings.
4. Work with the district commissioner and district executive to stimulate and coordinate the work of the district to ensure the success of the Scouting units.
5. In cooperation with the district executive, ensure the attainment of district goals.
6. Represent the district on the council executive board, once elected.
7. Recognize individuals, committees, and chartered organizations for their Scouting accomplishments.
8. Support local and national Scouting policy, procedures, and practices.
9. Help to secure support for Scouting from top community leaders throughout the district.
10. Track and help attain the standards set in the District Journey to Excellence Award and other annual goals.
11. Annually appoint a district nominating committee to select nominees for district officers and district members at large.

### Special Roles of the District Vice Chair (One or more as needed by the district to serve its needs)

- A “stand-in”. Like the vice president or vice chair of any organization, the district vice chair substitutes for the district chair when he or she is temporarily unable to serve (out of town, ill, etc.).
- A “copilot.” A good vice chair does more than wait for emergency action. A vice chair should share the weight of leadership as determined by the district chair. There are many ways in which the vice chair can help lead: by helping to recruit more district people, for example, or sitting in to help guide an operating committee.

On “special assignment” The district chair may ask the vice chair to carry out a special, ongoing assignment:

- Recruiting personnel
- Championing Journey to Excellence
- Coordinating participation of chartered organization representatives
- Coordinating fund development support
- Coordinating outreach to low-income, urban areas

### The District Commissioner

A district commissioner is the quality control officer who recruits, trains, and leads a staff of commissioners who coach adult leaders of every unit to succeed. The district commissioner is responsible for the unit service function of the district. They are approved and appointed by the council executive board, with the concurrence of the Scout executive, on the recommendation of the district nominating committee.

A district commissioner or assistant district commissioner is one of the most important links in the chain that ensures quality Scouting throughout your district or area of service.

### The District Executive

The district executive is employed by the council and works under the direction of the council Scout executive. The district executive welcomes all suggestions and knows that close cooperation is required to get the job done through volunteers.

You can expect the district executive to:

- Provide professional coaching
- Propose plans, usually “pencil drafts,” for consideration
- Suggest action plans for recruiting additional members of the commissioner staff
- Give inspiration and encouragement
- Maintain regular contact with heads of chartered organizations
- Keep district records up-to-date
- Arrange for the council’s office services such as mailings, meeting notices, etc.
- Provide vital behind-the-scenes administrative skill
- Work with and support volunteers

### District Finance Committee

Major Tasks of the Finance Committee Chair and Members

1. Report to the district chair for your district.
2. Ensure implementation of council finance policies.
3. Serve as a member of the council fund development committee, if so stated in the council bylaws.
4. Recruit and train a committee to support tasks provided by the council fund development committee.
5. Achieve the district’s share of council fund development campaigns.
6. Organize and carry out a successful Friends of Scouting annual campaign, and meet the goal by the targeted date.
7. Support the council “project selling” program.
8. Support the council endowment/major gifts development plan.
9. Support and cultivate a cooperative relationship with the local United Way.

10. Inform units of the unit fundraising policy and assist in the review and approval of unit requests.
11. Support district activities that involve income and expenses, ensuring proper policy and controls.
12. Provide recognition to donors, along with information on how their dollars helped serve youth.

Successful funding of the council is the direct result of successfully conducted fund development programs within each district. Each district within the council has funding goals. These goals are based upon a fair-share formula, based on the potential of the district and the needs of the council. The district fund development chair assists in determining and raising the goals.

### District Membership Committee

The district membership committee gathers information on prospective chartered organizations, helps organize new units, reorganizes dropped units and units not meeting, and recruits new members in a systematic way. It establishes and maintains mutually beneficial relationships with major community organizations and strategic alliances, both those with and without Scouting units. These include religious, educational, civic, fraternal, and veteran organizations and associations; labor unions; business and industry; professional societies; and other organizations with objectives compatible with the Boy Scouts of America.

#### Major Tasks of the Membership Committee Chair and Members

1. Report to the district chair for your district.
2. Recruit enough of the right kind of people to support all functions of the committee.
3. Serve on the council membership/relationships committee.
4. Establish a year-round plan for unit and membership growth.
5. Recruit and train new-unit organizers.
6. Work with district training teams to provide new units with trained personnel.
7. Plan and conduct youth and chartered organization surveys.
8. Cultivate relationships with potential chartered organizations and community groups.
9. Share with other district leaders how to work effectively with various types of organizations.
10. Organize new packs, troops, teams, and crews to meet the needs of serving youth in your district.

11. Analyze district membership figures for all program levels.
12. Be sure a new unit is under the care of a commissioner before the organizer leaves.
13. Conduct membership events in the district: (a) roundup plans, (b) Together Plan, (c) relationships conferences.

Track and attain membership growth objectives annually as defined through the council's strategic plan.

A district membership committee does the following to ensure a district's steady, balanced membership growth:

#### 1. Gather information:

- Work with the district executive to establish a plan for new-unit and membership growth in the district.
- Plan and conduct boy-fact surveys to find out how many boys there are of Cub Scout and Boy Scout age.
- Analyze district membership figures on the number of Cub Scouts, Boy Scouts, Varsity Scouts, and Venturers for the past several years.
- Find out where units of each age level are located to help decide how many units of each type will be needed and where.
- Track membership growth throughout the current year.
- Develop a list of all potential chartered organizations in the district.
- Gather information about various types of community organizations, as well as individual organizations within each type.

#### 2. Cultivate relationships with community organizations:

- Encourage community organizations to use the Scouting program.
- Conduct district relationships conferences for heads of chartered organizations and chartered organization representatives.
- Share information with other district leaders about how to work more effectively with various types of organizations.
- Promote the religious emblems program.
- Act in close liaison with council leadership to maintain or regain Scouting access to schools.

**3. Organize units:**

- Recruit and train organizers for new units as well as those needing reorganization.
- Organize new packs, troops, teams, and crews.
- Conduct a together plan to bring Scouting to a number of organizations.
- Reorganize units that need a new start.
- Make sure that new or reorganized units are under the care of a member of the commissioner staff before the organizer leaves.
- Promote the whole Scouting family in the same chartered organization (pack, troop, team, and crew).

**4. Help youth join existing units:**

- Plan and carry out district roundups and other youth recruiting campaigns.
- Help existing units develop a plan of year-round recruiting and a willingness to look for new members.
- Keep a list of all Scouting units that have not added new members during the past six months. District Scouters help coach units that show no growth in members.

## District Activities and Civic Service Committee

The district activities and civic service committee's job is to provide mountaintop experiences that dramatically capture the attention of the whole Scouting community: a Scout color guard at a city hall ceremony, or presentation of the Award of Merit to leaders at a district recognition dinner. Your efforts help make these great events happen in the lives of Cub Scouts, Boy Scouts, Varsity Scouts, Venturers, and leaders.

### Major Tasks of the Activities and Civic Service Committee Chair and Members

1. Report to the district chair for your district.
2. Develop and implement a plan for activities and civic service projects in the district.
3. Ensure that activities remain in accordance with national policy.
4. Recruit and orient enough of the right kind of people for the committee functions.

5. Support and strengthen units by assuring program visibility and a well-balanced schedule of activities.
6. Promote and conduct displays and skill events:
  - (a) booth shows, (b) camporees, (c) first-aid contests, (d) swim meets, (e) window displays, and (f) shopping mall shows.
7. Encourage service project ideas through units' participation in community projects and civic service activities.
8. Plan, promote, and conduct special Scouting Anniversary Week activities.
9. Coordinate activities at the district annual meeting and Scouters' recognition dinner.
10. Implement council activities and civic service program.
11. Conduct an annual poll of unit leaders to determine unit needs and wishes for district activities.
12. Oversee the district's Journey to Excellence service projects.

## District Advancement and Recognition Committee

The district advancement committee implements procedures that help achieve BSA advancement procedures. The committee helps Cub Scout packs, Boy Scout troops, Varsity teams, and Venturing crews succeed. Units help youth members advance in rank. If they advance, they will have a good experience and will grow in their Scouting adventure.

### Major Tasks of the Advancement and Recognition Committee Chair and Members

1. Report to the district chair for your district.
2. Stimulate advancement and recognition of Cub Scouts, Boy Scouts, Varsity Scouts, and Venturers.
3. Ensure units establish and maintain proper advancement procedures in accordance with national policies.
4. Recruit and orient enough of the right kind of people for all aspects of the committee function.
5. Establish district advancement goals, develop a plan to achieve them, and track their attainment.
6. Assist packs, troops, teams, and crews and evaluate their progress as needed.

7. Monitor rank advancements throughout the year and provide assistance to units with little or no advancement.
8. Coach troop, team and crew leaders in methods for conducting boards of review and courts of honor.
9. Recruit and train an adequate group of merit badge counselors for the district.
10. Publish and maintain a current list of merit badge counselors.
11. Recommend youth members and unit and district Scouters for special awards and recognition (lifesaving awards, Silver Beaver, etc.).
12. Implement council advancement and recognition programs.
13. Review and approve Eagle Scout service project plans submitted by Eagle Scout candidates.
14. Participate in troop/crew boards of review or conduct district-level Eagle Scout candidate boards of review. (If an Eagle Scout board of review is held at the unit level, at least one district/council advancement committee member must serve on the board.) Promote crew review boards led by the crew president for Gold/Silver awards.
15. Review Eagle Scout candidate appeals if a unit denies their application or turns them down at the board of review.
16. Educate unit committees, district committee members, and commissioners about recognition programs. Promote nominations for district, council, and national awards and recognitions.
17. Provide physical facilities and experts in advancement fields that are difficult for units to secure.

## District Camping and Outdoor Program Committee

The district camp promotion and outdoor committee provides outdoor programs that most units are unable to provide on their own, and outdoor programs are often the main reason youth join a Scout unit. From Cub Scout day camp to high-adventure programs, this committee helps make exciting outdoor programs available for Cub Scouts, Boy Scouts, and Venturers.

### Major Tasks of the Camping and Outdoor Program Committee Chair and Members

1. Report to the district program chair for your district.
2. Recruit and orient enough of the right kind of people for the district camping committee.
3. Understand each unit's camping and outdoor record.
4. Implement the council's outdoor promotion plan in the district.
5. Work with commissioners to help packs, troops, teams, and crews plan a year-round schedule of camping and outdoor program events.
6. Promote use of camperships.
7. Give guidance on health and safety concerns.
8. Promote unit participation in council camping opportunities (Boy Scout resident camp, Cub Scout day camp, Cub Scout resident camp, family camps, teenage camps, and Venturing and Sea Scout outdoor activities). In cooperation with unit commissioners and Order of the Arrow chapter members, visit unit parent meetings to tell the summer camp story and help unit leaders plan for camps.
9. Assist the council committee with maintaining and developing quality outdoor program facilities.
10. Promote units earning the National Summertime Pack Award and the National Outdoor Challenge award.
11. Supervise use of off-council campsites by permits and inspections.
12. Track and attain camping and outdoor objectives.
13. Implement the planned council camping and outdoor programs.
14. Guide the Order of the Arrow, through the chapter officers and adviser, to help promote camping in the district.

## District Training Committee

The district training committee's job is to get adult leaders trained. One of the keys to the success of the Scouting program is trained volunteer leadership. Second only to the selection of the right person for each responsibility is his or her training in the purposes of Scouting, the methods through which these purposes are achieved, and the techniques of their individual job.

As chair of the district training committee, a committee member, or as a trainer, you help volunteers find the answers to the two basic questions, "What is my role?" and "How do I do it?" The Boy Scouts of America's leadership training program is designed to meet the needs of each volunteer position. It is varied and flexible enough to reach all leaders through group training experiences, personal coaching, self-study, or on-the-job training. And you will help make this program a dynamic success in your district.

### Major Tasks of the Training Committee Chair and Members

1. Report to the district program chair for your district.
  2. Establish district training objectives to train leaders, not just run training courses.
  3. Participate in council meetings dealing with training policies, program, and procedures.
  4. Recruit and orient enough of the right kind of people for the training committee and course instructors.
  5. Prepare an inventory of all leaders who need training.
  6. Plan, schedule, and coordinate an annual district training program based on your training inventory, which includes implementation of council training programs.
  7. Evaluate and report on training progress.
  8. Maintain unit and district training records, and coordinate them with the council registrar.
  9. Offer training opportunities to every adult volunteer.
  10. Promote attendance at all training courses to ensure maximum attendance and participation.
  11. Give special assistance to untrained unit leaders.
  12. Approve applications for district training recognitions.
13. Give special attention to training new units and leaders in existing units, especially direct contact leaders.
  14. Track and attain training objectives.

You are successful when all of your district's unit Scouters have completed appropriate training. The Journey to Excellence Unit Award includes a direct contact unit leader training element.

The responsibility of district training committees is training leaders. Seeing that 100 percent of all DIRECT CONTACT LEADERS—den leaders, Webelos den leaders, Scoutmasters, Varsity Scout Coaches, Venturing Advisors, and their assistant leaders—are trained is the true measure of success. Many leaders will learn through training courses you conduct. Some will learn in other ways. Your monthly measure of success, however, is how many unit leaders, including new leaders, have completed basic training and Youth Protection Training.

### Reference:

District Operations Handbook, #34739, 2012 Printing