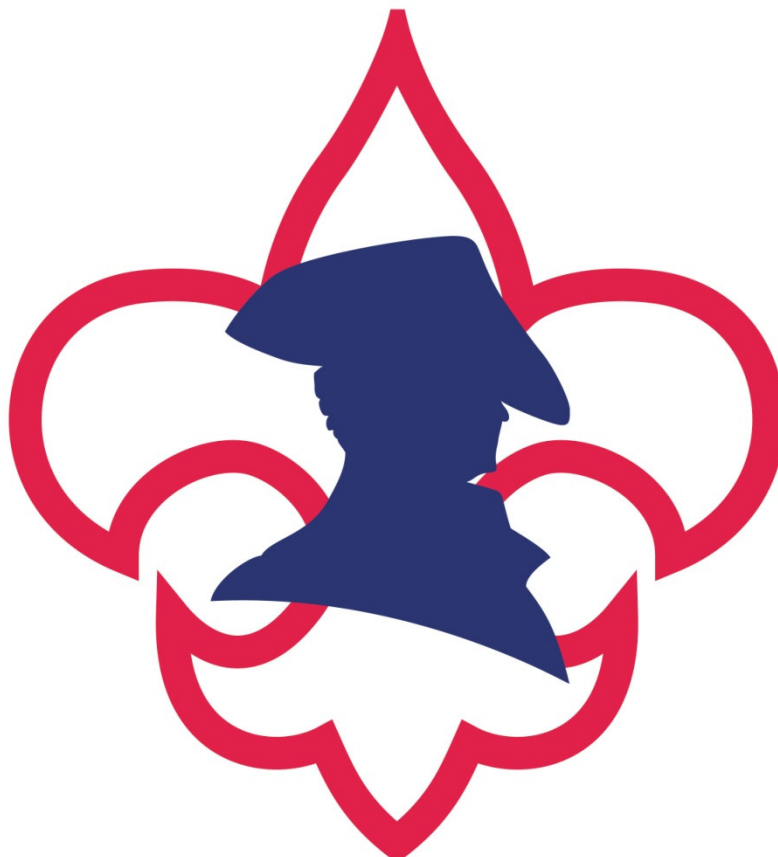


ANTHONY WAYNE AREA COUNCIL

BOY SCOUTS OF AMERICA



2010– 2011

PROGRAM PLAN

ANTHONY WAYNE AREA COUNCIL

BOY SCOUTS OF AMERICA

2010-2011

PROGRAM PLAN

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COUNCIL OPERATIONS

2010 - 2011

MISSION STATEMENT OF THE BOY SCOUTS OF AMERICA

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

SCOUT OATH

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

SCOUT LAW

A Scout is:
Trustworthy Obedient
Loyal Cheerful
Helpful Thrifty
Friendly Brave
Courteous Clean
Kind Reverent

VISION STATEMENT OF THE BOY SCOUTS OF AMERICA

The Boy Scouts of America is the nation's foremost youth program of character development and values-based leadership training. In the future, Scouting will continue to:

Offer young people responsible fun and adventure; Instill in young people lifetime values and develop in them ethical character as expressed in the Scout Oath and Law; Train young people in citizenship, service and leadership, serve America's communities and families with its quality, values-based program.

OBJECTIVES OF THE ANTHONY WAYNE AREA COUNCIL

The objective of the Boy Scouts of America and the Anthony Wayne Area Council is:

1. To direct all efforts of the council to expand Scouting's reach by involving more community groups and supporting the needs and wants of the community to serve more youth with values-based programs. This enables the Anthony Wayne Area Council to be driven by community needs and wants.
2. To extend the programs of Scouting to existing community bodies, i.e. churches, synagogues, civic groups and community-minded groups, enabling them to use the programs and physical resources of Scouting in support of their own youth development program. This will enable Scouting to be more accessible to more youth within the community.
3. To develop and deliver the character development, citizenship training, fitness and leadership development programs of the Boy Scouts of America.

4. The council supports Cub Scout packs, Boy Scout troops, Varsity teams, Venturing crews, Explorer posts and Learning for Life Groups so that they are successful in meeting the needs of the chartered partner and the families served.
5. The council has accepted, and will continue to seek and apply, where possible, input and suggestions that will enable the council to better serve the communities within its prescribed geographic service area.

The primary service method used by the Anthony Wayne Area Council is to organize and support districts, which are then charged with nurturing and otherwise supporting units within their service area, with programs and services presented in the council program plan.

A primary method for recognizing successful district operation will be measuring the percent of units achieving the Centennial Quality Unit Award and National Excellence Award. The number of districts achieving the Centennial Quality District Award will determine the success of the council. The council achieves this objective when it delivers quality programs to its chartered partners and related Scouting units.

THE COUNCIL EXECUTIVE BOARD

The council executive board is the governing body of the Anthony Wayne Area Council. It is comprised of council officers, executive board members, Chartering Organization representatives and a district chairs elected from each district. The council's Articles of Incorporation and By Laws guide the executive board, the council also follows rules and regulations, and appropriate guidelines provided by the National Council, Boy Scouts of America.

COUNCIL VOLUNTEER RESPONSIBILITY AND INVOLVEMENT

The council recognizes and emphasizes the responsibility and opportunity for the council volunteer organization and leadership to help districts succeed. This involves the council president, the council commissioner, and all council executive board members. Support will generally occur in these ways:

1. Recruit or assist in the recruitment of quality leadership for district responsibilities.
2. Council operating committees at the time of the year most productive for each committee will conduct training for district personnel.
3. Assistance with specific district problems.
4. Development of council level meetings so as to be most helpful to district participants.
5. Promotion of attendance at council meetings is the shared responsibility of the district executive staff and the council support staff.

COUNCIL PROGRAM PLANNING PROCESS

The council seeks input and suggestions that will enable it to better serve the communities within its geographic area. The council invites recommendations from corporate, civic and community leadership as well as input from the National Council of the Boy Scouts of America, existing local Scouting leadership (at all levels) and chartered partners (sponsors of Scouting units). This information is then carefully analyzed and compared to the mission of the Boy Scouts of America and the Anthony Wayne Area Council Strategic Plan. Those recommendations that conform to the Mission Statement of the Boy Scouts of America and the council Strategic Plan and enable the council to extend Quality programs to a greater segment of the community and assist Scouting units to be more successful will be considered. All programs must be within the scope and means of the council to become part of the council plan.

Districts are encouraged to conduct Fireside Chats during the months of **November and December 2010** in preparation for the program year **2011-2012**. The scout executive also seeks input from community leadership during this timeframe. The council executive staff is then charged with analyzing all recommendations and compiling a program proposal for **2011-2012** for consideration by the District Committees, who may amend the proposal for consideration by the Council Executive Board.

At a regularly scheduled Executive Board meeting, the Council Senior Vice President presents the program proposal to the executive board for its approval. Upon approval by the executive board, the district operations and council program committees then immediately begin preparation for the following year's program. The District Committee members meet to agree upon district programs that compliment the council program, meet local needs, and set dates. The program plan and support materials are then presented to unit leaders at the August program kick-off (Roundtable) meeting.

RECRUITMENT OF QUALITY LEADERSHIP

In an effort to select and recruit the highest caliber leadership to serve as district chairs and district commissioners, council executive board members will assist districts in the recruitment process as requested.

There will be a Leadership Meeting involving each district executive and his/her supervisor to discuss district leadership for the succeeding calendar year. These Leadership Meetings are to be held during the month of February. Complete staff work is paramount if we are to marshal additional community leadership in support of the Scouting program.

Success at this task is a major goal for each member of the executive team. District Executives are expected to consistently monitor and keep up-to-date a "Blue Chip File" of people they know or want to know and evaluate what they should be doing to achieve the best method of recruitment of that person.

A major objective of the Leadership Meeting is to determine and select who is to recruit the district nominating committee chair for each district. This follows the premise that once the district leadership agrees upon district chair and district commissioner candidates, the “right person” must recruit them and that person should serve as the district nominating committee chair.

The leadership meeting in August is the culmination of a year’s best thinking. However, district executives should be prepared at any time to knowledgeably discuss the leadership prospects available.

In order to effectively coordinate the nominating committee work, changes in personnel selection or recruitment method should not be made after the leadership meetings. Any changes must be cleared with the Field Director before alternate action is taken.

District nominating committee chairs are to be recruited by **August 1st** of each year. A guidebook for nominating committee chairs including a job description and district election procedures will be prepared to help guide the process.

DISTRICT LEADERSHIP CONFERENCE

The council vice president of district operations and the council commissioner will conduct a Leadership Conference on **January 29, 2011**, for district chairs, district commissioners, district operating committee chairs, and district executives. The council vice president for program services will join the Council Key 3 as they serve as chairs of their committees, by planning orientation sessions that day. The purpose of the meeting is to build a “team leadership concept” in each district, share council priorities, and share the primary council direction for the upcoming year.

DISTRICT COMMITTEE TRAINING

In an effort to assist in the training and orientation of new and experienced District Committee members, the council will host an annual district committee training on **June 11, 2011**.

The district may conduct similar or supplementary district committee training as needed with their committee members.

DISTRICT OPERATIONS MEETINGS

District Chairs will meet on a quarterly basis with the Council Senior President to discuss district issues and concerns, council programs and plans, and to share experiences and opportunities.

Meeting dates: October 20, 2010; January 29, 2011 (District Leadership Conference); April 16, 2011; June 16, 2011; August 20, 2011 (District Committee Training).

SCOUT SERVICE CENTER OPERATIONS

The Anthony Wayne Area Council Service Center will be open for business from 8:00 am until 5:00 p.m., Monday through Friday, on a year-round basis with the exception of the holidays listed below.

Labor Day	Mon., Sept. 6, 2010	Independence Day Holiday	Mon., July 4, 2011
Thanksgiving Holiday	Thurs-Fri., Nov. 25-26, 2010	Labor Day	Mon., Sept. 5, 2011
Christmas Holiday	Thurs-Fri., Dec. 23-24, 2010		
Good Friday	Fri., April 22, 2011		
Memorial Day	Mon., May 30, 2011		

SCOUT SHOP

The Scout Shop will be open for business from 8:30 a.m. until 5:00 p.m., Monday through Friday, and from 9:00 a.m. until 1:00 p.m. on Saturdays.

The Scout Shop will be closed on all office holidays, plus the following dates:

Labor Day	Sat. September 4, 2010
Thanksgiving	Sat. Nov. 27, 2010
New Year's Day	Sat. Jan. 1, 2011
Inventory	Sat. Jan. 1 – Jan. 6, 2011
Easter	Sat. April 23, 2011
Memorial Day Weekend	Sat. May 28, 2011
Labor Day Weekend	Sat. Sept. 3, 2011

COUNCIL SUPPORT THROUGH PROGRAM PLANNING

The method by which the council carries out its mission to provide support to community organizations (churches, synagogues, schools, civic groups and community minded groups) is through their Cub Scout packs, Boy Scout troops, Varsity teams, Venturing crews and Explorer posts. This book is the council's annual plan to provide support. All the council does must be directed to help Scouting units succeed in the delivery of quality Scouting program. The council's support is directed through the following categories.

<u>COUNCIL ACTIVITIES</u>	Broaden program experiences for youth and adults.
<u>COUNCIL CAMPING</u>	Provide long-term and short-term camping facilities and programs, which will provide a quality, experience to all Scouting members.
<u>TRAINING</u>	Provide youth and adult leaders with the knowledge of how to achieve Scouting's mission
<u>SERVICE CENTER</u>	Provide resource materials, information and materials that facilitate a quality Scouting program
<u>STAFF ASSISTANCE</u>	Both the volunteer commissioner staff and professional staff are to guide the process and be available to help district and unit leadership carry out the Scouting program.

The council's major thrust is "Quality" program delivery to the maximum number of youth.

QUALITY MEASUREMENTS

Each month the council measures its support plan by establishing "Quality Measures" (monthly objectives). These measurements include:

- A. Increasing the percent of young people served and service to all of our communities.
- B. Increasing our service to existing community organizations that sponsor Scouting.
- C. Identifying and gaining approval from additional community organizations to sponsor the Scouting program as chartered partners.
- D. Increasing the number of Scouting units that meet under the leadership of trained leaders.
- E. Ensuring outdoor program opportunities and/or activities are made available to an increased percent of our membership.
- F. Increasing ("Self -Sustaining") our financial base to meet the needs of our program service through a balanced budget.
- G. Recognizing limitations and never over committing the resources of the council.

In addition to these items, the council will update its long-range plan. The plan is a study of demographics, program capability, existing and desired future services, facility Anthony Wayne Area Council. A Strategic Plan was developed for 2009 thru 2013.

COUNCIL EXECUTIVE BOARD MEETING PLAN

September 23, 2010	Executive Board Meeting
October 28, 2010	Executive Committee Meeting
November 18, 2010	Executive Board Meeting
December 16, 2010	Executive Committee Meeting
January 27, 2011	Executive Board Meeting
February 24, 2011	Executive Committee Meeting
March 19, 2011 (Sat.)	Council Annual Meeting and Council Annual Awards Presentation
April 28, 2011	Executive Committee Meeting
May 26, 2011	Executive Board Meeting
June 23, 2011	Executive Committee Meeting
July 14, 2011	Executive Board Meeting at Camp
August 25, 2011	Executive Committee Meeting
September 22, 2011	Executive Board Meeting
October 27, 2011	Executive Committee Meeting
November 17, 2011	Executive Board Meeting
December 15, 2011	Executive Committee Meeting

Council Executive Committee meetings include only council officers. Executive Board meetings include council officers all members of the Executive Board and Council Advisory Board members.

2010 – 2011 COUNCIL EXECUTIVE COMMITTEE

Council President	Tom Ayers	
Council Commissioner	Matt Faley	Unit Service
Council Attorney		Legal Services
Treasurer	Mike DeWald	Finances

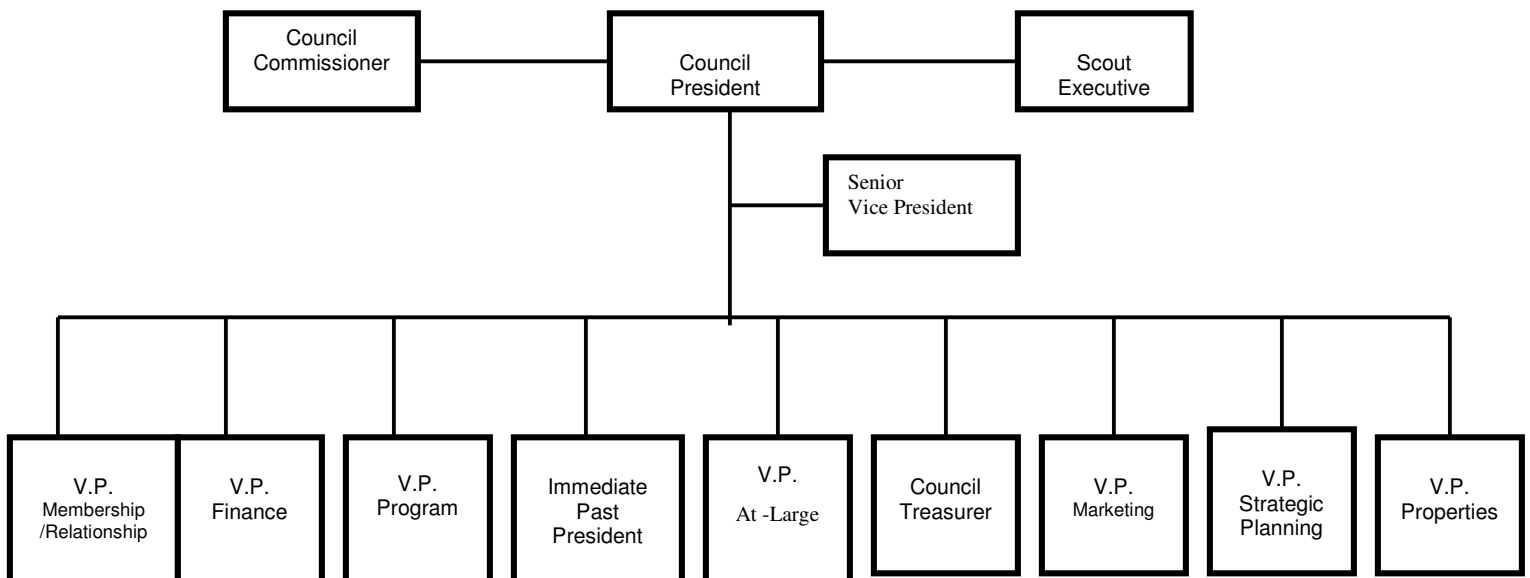
COUNCIL VICE PRESIDENTS

Senior / District Operations Program	T. Jay Maddox
Finance	Chad Tranter
Membership / Relationships Marketing	George Manning
Immediate Past President Properties	Mike Erler Tim Breuning
Strategic Planning	John Hoffman
Vice President At-Large	Dr. Tom Jansen

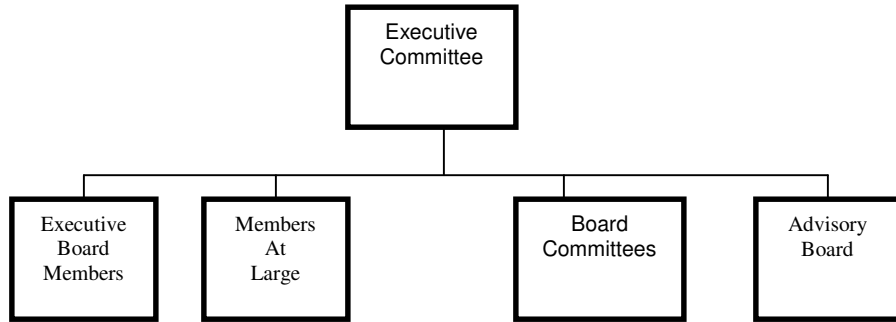
TASKS

District Chairs, Volunteer Recruitment
-Nominating Committee
Activities, Camping, Advancement,
Training
Friends of Scouting
Popcorn Sale
Trap and Skeet
Golf Tournament
Membership, Unit Organization,
Relationships
Marketing development,
Public Relations
Council/District Volunteer
Council Properties Management, Risk
Management
Council Strategic Plan-Development
and Implementation

EXECUTIVE COMMITTEE

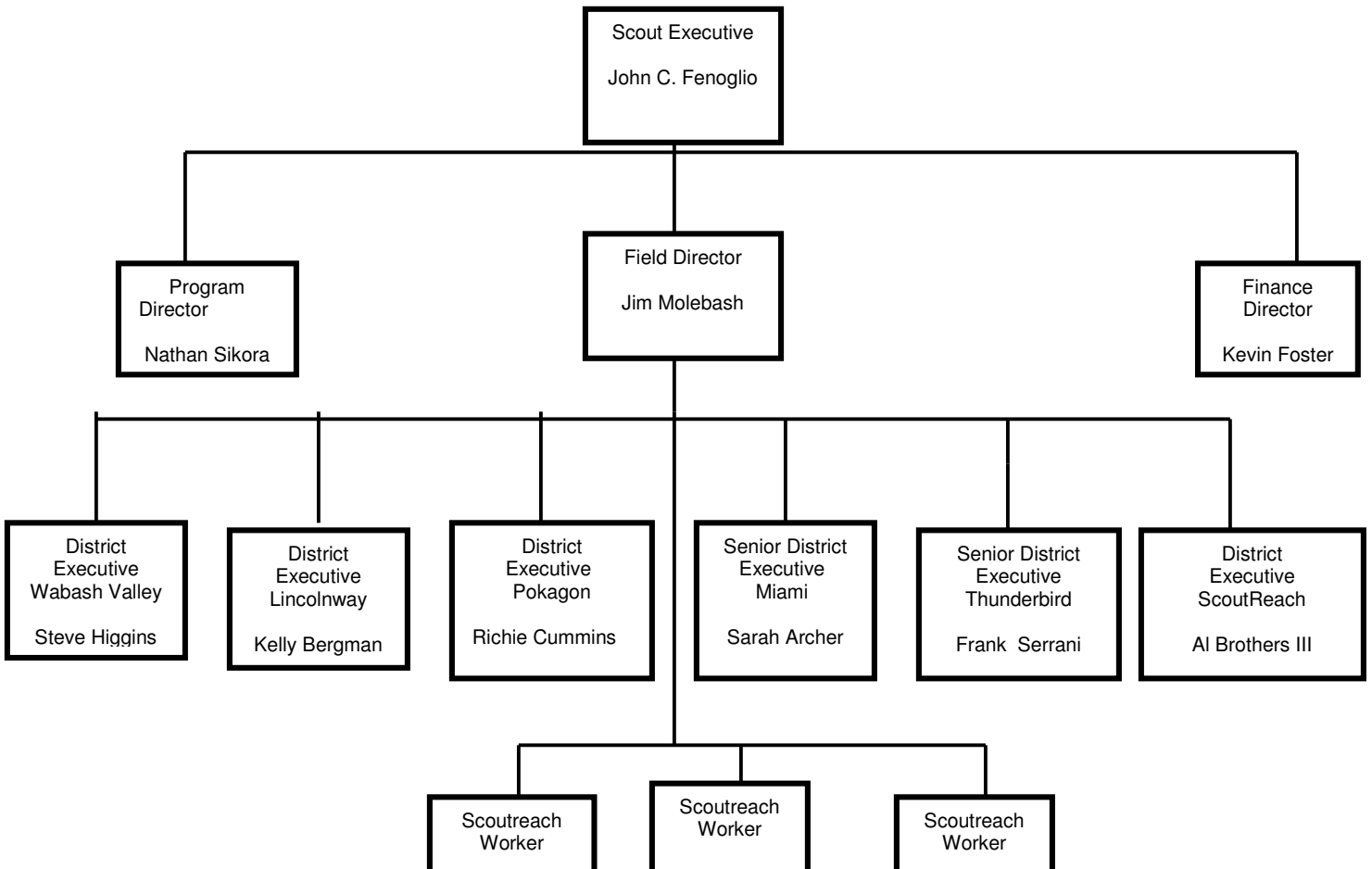


EXECUTIVE BOARD



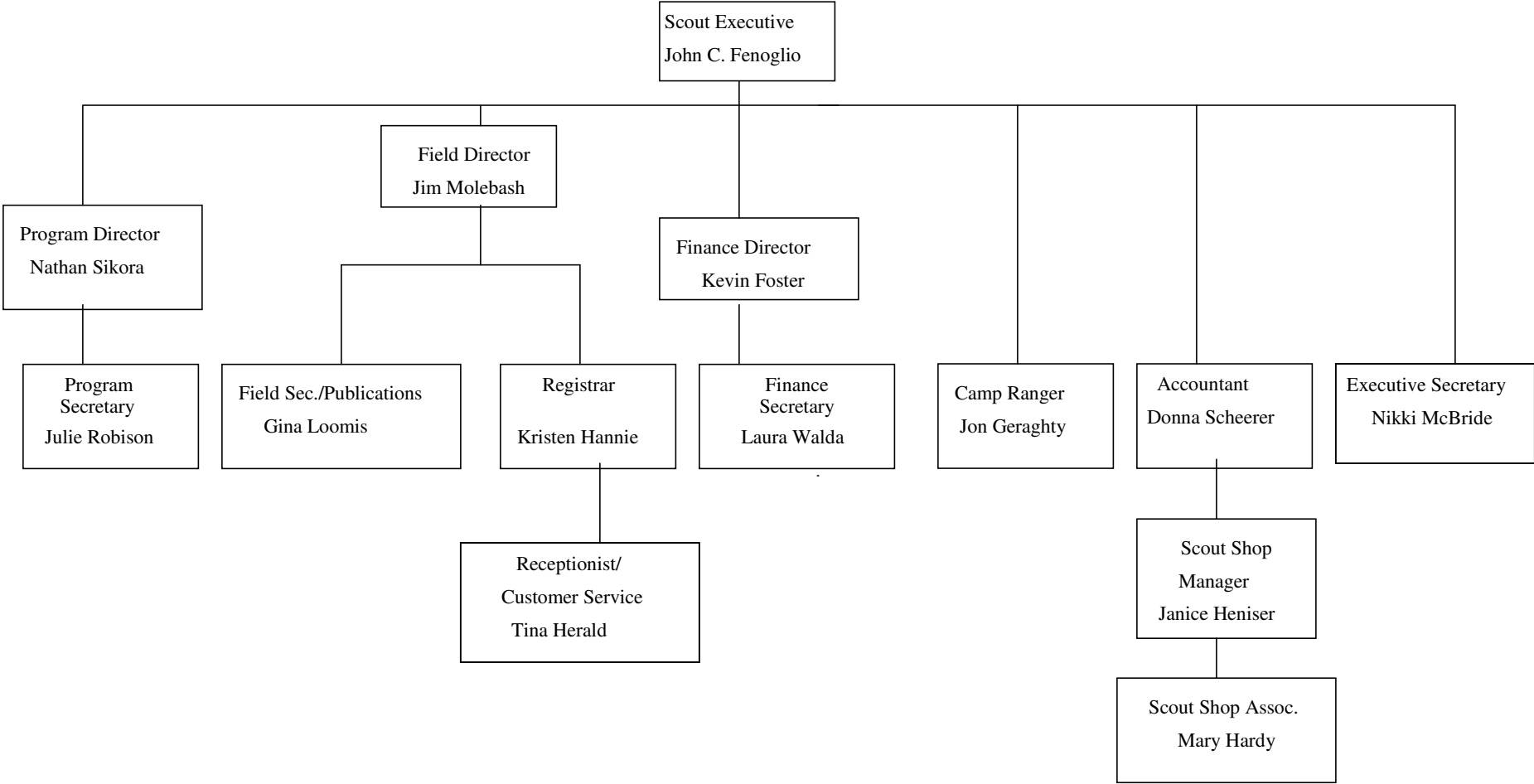
ANTHONY WAYNE AREA COUNCIL

COUNCIL EXECUTIVE STAFF



ANTHONY WAYNE AREA COUNCIL

SUPPORT STAFF



2010 Centennial Quality Commitment and Achievement Form for Council Award

"To improve the QUALITY of program in every unit in America!"

Council _____ Area _____ Region _____

As leaders of our council, we are dedicated to achieving the following criteria for the 2010 Centennial Quality Award:

Criteria for Award	2009 Actual	2010 Goal	2010 Actual	Yes/No Achieved
1. We will have at least 60 percent of our traditional units earn the Centennial Quality Award for this year.	Yes/No	Yes/No	Yes/No	Yes/No
2. We will organize _____ new units in 2010.				Yes/No
3. We will achieve _____ percent growth in traditional membership OR a _____ percent gain in traditional density, PLUS increase or maintain the number of Exploring members.				Yes/No
4. We will increase the district's retention of youth from _____ percent last year to _____ percent.				Yes/No
5. We will achieve a balanced 2010 operating budget with income of \$_____ over expenses.				Yes/No
6. Through our district commissioner staffs, we will work to retain _____ percent of the units in our council.				Yes/No
7. We will recruit and train an additional _____ unit commissioners, increase commissioner unit visits per unit by commissioners to _____ per year, and improve the commissioner-to-unit ratio.	_____ _____ _____	_____ _____ _____	_____ _____ _____	Yes/No Yes/No Yes/No
8. We will recruit and train _____ additional district committee members and increase the average number of members per district over last year.				Yes/No Yes/No
9. We will add _____ commissioned youth-serving executives or maintain the approved staff size.				Yes/No
10. Have an active endowment committee, and secure _____ new endowment gifts this year.	Yes/No _____	Yes/No _____	Yes/No _____	Yes/No Yes/No

Reviewed and approved on this date _____ by:

_____	_____	_____
Council president	Council commissioner	Scout executive
_____	_____	_____
Area president	Area commissioner	Area director

Based on our evaluation of the criteria (complete after the year ends December 31):

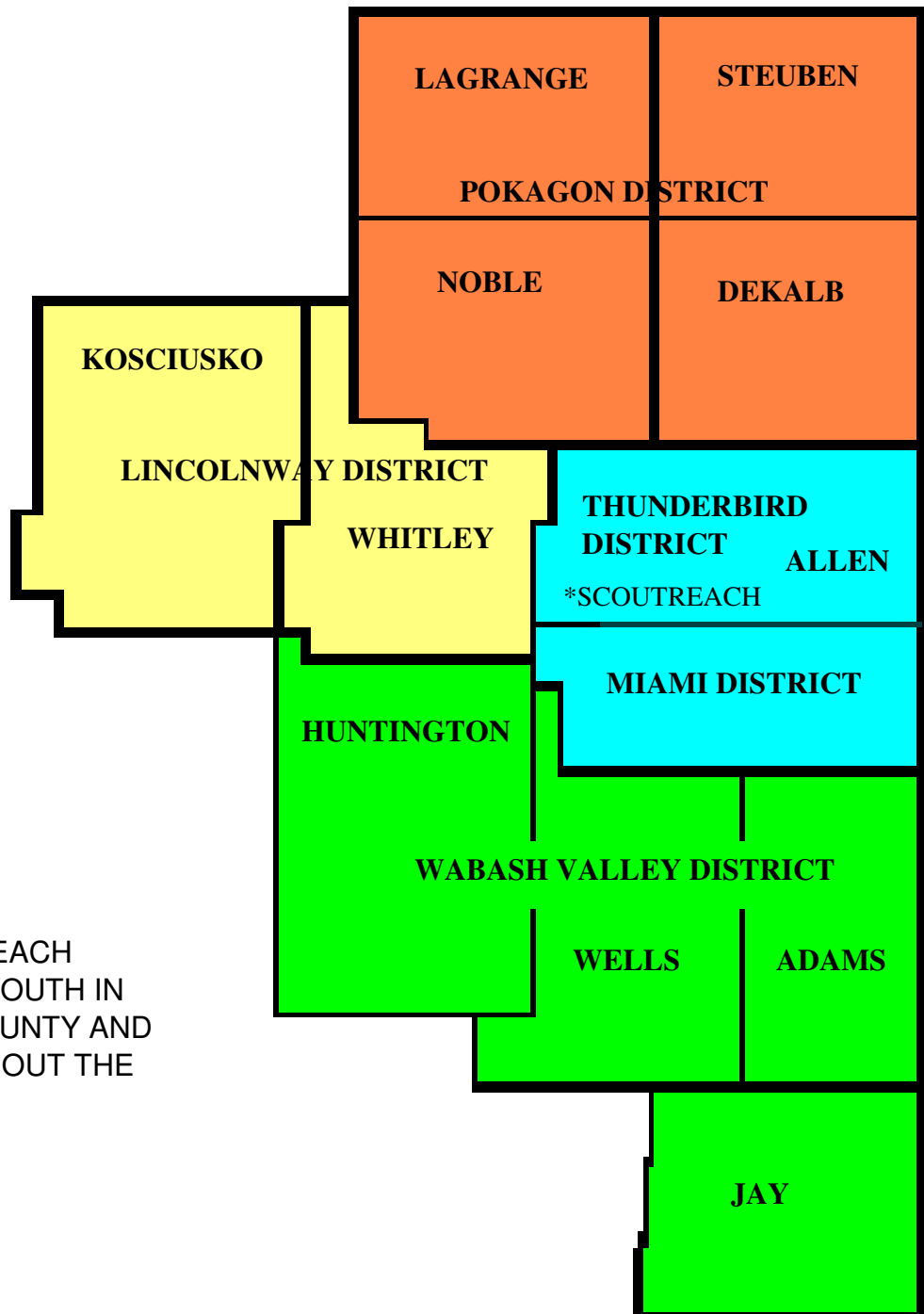
___ Yes, we have achieved the 2010 Centennial Quality Council Award.

___ No, we did not achieve the award for 2010, but have developed an action plan to accomplish it for next year. The action plan includes:

Reviewed and approved on this date _____ by:

_____	_____	_____
Council president	Council commissioner	Scout executive
_____	_____	_____
Area president	Area commissioner	Area director

ANTHONY WAYNE AREA COUNCIL DISTRICTS



*SCOUTREACH
SERVES YOUTH IN
ALLEN COUNTY AND
THROUGHOUT THE
COUNCIL.

DISTRICT OPERATIONS

2010-2011

MISSION

The primary mission of the districts is to offer more Scouting age youth the opportunity to participate in a quality program that will develop good citizenship, character, personal fitness, and leadership through an increasing number of chartered partner organizations.

The district is successful when it achieves Centennial Quality District status, has an increasing percentage of units earn the Centennial Quality Unit Award or Learning for Life Excellence Award and retains members through quality service and program.

OBJECTIVES

Council operations are directly influenced by district operations. The primary objectives in the administration of Field Service are:

1. Organizing an adequate number of Scouting units so that all youth may have the opportunity to participate in a Scouting experience, with special emphasis on a continuous program from pack to troop, and to team, ship, or crew.
2. Maintaining, servicing, and supporting Scouting units so that they are successful in attracting and retaining leaders and members. Meet the objectives of the chartered organization and the Scouting movement.
3. Recruiting leadership from the community to provide service and support.
4. Secure adequate funding from communities and families to ensure the successful operation of quality program for youth in Scouting.

Everything in Scouting that affects the life of a member happens primarily through a unit. Youth members can go camping, attend unit meetings, participate in Scouting events in their unit, and receive awards on a unit basis. Therefore, the council, through its districts, must work to strengthen the individual unit through the process of quality program implementation.

All events and/or programs providing opportunities for individual members of units are to be designed to enhance unit program and not capture the interest of the member away from his or her Scouting unit. Individual participation opportunities are extended through unit leaders.

GROWTH STATEMENT OF THE BOY SCOUTS OF AMERICA

The Boy Scouts of America will grow in several interrelated ways by expanding its level of service to youth, adults, and families through community organizations like religious bodies, educational groups, civic service/fraternal associations, business/industry/labor, military and Veteran organizations.

To this end, the Boy Scouts of America will:

- Grow in its understanding of and sensitivity to today's society, communities, and lives of the individuals Scouting is called to serve.
- Grow in its responsiveness to the needs of youth and the adults who touch their lives.
- Through the recruitment of new members and the retention of existing members, we will increase the percent of youth served.
- Help partner organizations select quality leaders who will increase the tenure and deepen the program impact upon their Scouting members.
- Help partner organization serve a broader spectrum of youth in all areas of society.

STANDARD DISTRICT OPERATION PATTERN

Involvement of volunteer personnel, in partnership with executive staff, in both the design and implementation of all district operations is vital. Only through this involvement can the objectives of the total organization be realized. It is the practice of this council to administer field service through the:

- A. District committee,
- B. District commissioner staff, and
- C. Executive staff guidance for the administration of program

GOAL SETTING

The Anthony Wayne Area Council, Boy Scouts of America annually establishes goals, in support of the council's Strategic Plan. They are the result of a collaboration of volunteers and professionals agreeing upon mutually accepted objectives. Goals should be based on population, adult volunteer support, leadership, and growth as stated in the Growth Statement of the Boy Scouts of America and the council Strategic Plan. Goals will be established after the previous years' actual achievement is recorded. Progress toward achievement of goals will be reported monthly. Monthly reports will constitute an opportunity to measure the district's progress toward goal.

DISTRICT COMMITTEE OPERATIONS

For the purpose of area service and administration, a local council territory may be divided geographically into such districts as the local council executive board may determine. The local council, through a district committee, shall exercise the supervision in each district. Its purpose is to effectively implement within its territory the policies and programs as adopted by the local council, its executive board, and council committees. The district committee, including its subcommittees, has no legislative authority to change council policies or procedures.

DISTRICT PERSONNEL

The district chair serves as a member of the council executive board and leads the district operations. The district chair must be a well-respected community leader who has the ability to attract like people who share an interest in positively influencing youth of the community to serve Scouting in various capacities. District members-at-large and chartered organization representatives elect the district chair. It is highly recommended that each district operating committee hold a monthly meeting followed by a meeting of the total district committee. The operating committee chairs are encouraged to have district wide representation on their committees. The district chair may nominate additional members-at-large to a district committee. They may be brought forward at any district committee meeting for election.

DISTRICT COMMITTEE MEETING

District committee meetings should keep district members-at-large and chartered organization representatives informed, inspired, and enthused to do their job. Encouragement is given to each district operating committee chair to assure that enough personnel are recruited to do their job. The major emphasis is placed on giving units needed help in matters related to their committee's responsibilities. A well-planned district meeting will contain inspiration, information, training, and future assignments for committee members.

TIME

Time is a precious commodity for all of us. In Scouting, wise and effective use of this limited resource is critical to a district's successful operation. In reviewing the meeting schedule of the district, it appears that a logical sequence of those meetings offers maximum use of everyone's time. The information flow from council committees and districts will follow the schedule when planning their calendar.

Monthly district meetings, commissioner meetings, and roundtables should occur during the first two weeks of the month, but should not occur concurrently.

Monthly district meetings include:

- Key 4 meeting to prepare for district committee and commissioner meetings including the district vice chair.
- District commissioner meetings to assess unit health, identify unit needs and prepare for roundtables.
- District committee meetings to address unit needs and plan for district opportunities and activities.
- Roundtables to train and inform unit personnel and prepare them for successful unit opportunities.

DISTRICT ANNUAL MEETING

Each district will hold an annual meeting for the purpose of district elections. The date of each district annual meeting will be held prior to March 1st of each year.

DISTRICT NOMINATING COMMITTEE

Selecting the slate of district officers and members-at-large is the responsibility of the district nominating committee. It is recommended that the nominating committee continue to function until a full slate of the 11 key district committee positions is secured or as necessary on a year round basis. The process should begin by October 1st.

DISTRICT ELECTION PROCEDURES

- I. Purpose
To elect district officers and district members-at-large

- II. Those eligible to vote.
 - D. Chartered representatives registered and currently representing chartered organizations within the district's geographical boundaries.
 - E. Registered district members at large duly elected during the last year or during the interim at a regular; duly called district committee meeting.
 - F. Registered council members at large residing in the district.

- III. Time
The district committee meeting immediately preceding the Council Annual meeting would normally be the District Annual meeting.

IV. Process

- G. By October 1st the district Chair will submit their suggestions for members of the nominating committee to the council president for their approval. This committee should consist of three to five members. The president has the discretion to add or delete names for the nominating committee from the council executive board or the community at large. It is recommended that the Council president appoint a member of the council executive board to serve on this Committee. In the event of a vacancy in the office of district commissioner, the president may ask the council commissioner to serve on the committee.
- H. When approval is received from the council president, the nominating committee will meet with the district executive as adviser to form the slate comprised of nominees for district chair, one or more district vice-chairs, and district members at large, plus a nominee to be submitted by the district chairman for council executive board approval to serve as district commissioner.
- I. The nominating committee will not only agree on the slate but will also secure the nominees' permission to stand for election and to serve if elected.
- J. The members of the nominating committee will be identified to the district Scouters between 60 and 30 days prior to the annual district committee meeting so that suggestions may be given to them for consideration. (This information may be included in one formal notice of the annual meeting.)
- E. Suggestions may be made in writing to the nominating committee for inclusion in their report, providing the nominees, thus entered, are received by the nominating committee at least two weeks prior to the annual meeting of the district. If accepted by the nominating committee, the candidate will be contacted by the nominating committee and permission received from the person to stand for election and to serve.
- K. To provide a fair and orderly nominating process, nominations will not be accepted from the floor at the time of election. This procedure also permits sufficient time to consider in advance all aspects of the nominee's suitability to serve.
- L. At the District Annual meeting the district chairman will call upon the chairman of the nominating committee for the committee's report and "turn over the chair to conduct the elections".

The chairman of the nominating committee will present first the committee's nominees for district members at large; call for a motion, second, and vote.

The chairman of the nominating committee then will present the committee's nominees for district chairman and vice-chairman; call for a motion, second, and vote.

The district commissioner is to be an elected member at large but is offered for appointment and approval as district commissioner by the council executive board through the report of the district nominating committee and with the concurrence of the Scout Executive. The district commissioner is not elected at the District Annual meeting.

Vote of the majority of the members present at the district meeting is required for election.

V. Details and Contingencies

- A. Newly elected officers and members at large take office immediately upon election and following the business meeting.
- B. If any portion of the nominating committee report is rejected, this portion must be reintroduced at special or adjourned or recessed meeting of the district committee to be held within 30 days of the present meeting. Formal notice of this meeting must be sent to eligible voters immediately so that it is received at least two weeks prior to the meeting. Additional names may be submitted to the nominating committee during that period. The nominating committee will, at the next meeting, proceed with the portion of the election that failed passage. It is hoped that nominating committee members will discover the reasons for the failure of acceptance and attempt to deal with them.
- C. In the event that a resolution is still not obtained, then the matter will be referred to the council president and/or executive board for final resolution.
- D. Because members at large take office immediately upon election, they and the chartered representatives are eligible to vote at postponed elections if they were elected and the officers' slate was not accepted.
- E. Voting may be done by ballot but voice or hand votes are acceptable since a district is a non-policy making body. If ballots are used, the secretary should be instructed to collect ballots only from those eligible to vote, marked with the name of eligible voters and counted by clerks appointed by the chairman of the nominating committee. A motion to cast a unanimous ballot for the proposed candidates is acceptable.

CHARTERED ORGANIZATION REPRESENTATIVE

The chartered organization representative is a voting member of the council and the district and shall have one vote. Organizations with multiple units must use the same chartered organization representative for all units.

Primary responsibilities are:

- A. Helping units to be successful
- B. To serve as a liaison between the chartered organization, council and district.

The chartered organization representative is encouraged to become an active, participating member of one of the district's committees.

Charter organization representative orientation will be held at University of Scouting on **October 23, 2010**.

CALENDARIZATION OF ACTIVITIES – SEPTEMBER 1, 2010 – AUGUST 31, 2011

In order to schedule the maximum opportunities of council, district, unit activities, we need to have a well-balanced calendar with few or no conflicting dates. It is important to follow a sequence (council, district, then unit) when scheduling activities. In order to avoid conflicting dates, council dates should be in the last two weeks of the month and district dates in the first two weeks of the month.

Council activities involving hundreds of units are to be scheduled first. The council activity dates will be found in "draft" form in the program plan that will be sent to district chairs by **February 15th** of each year. District chairs will review council activity dates with final approval completed by the executive board at the board meeting. Reservations of council facilities for council events may begin following this meeting.

Each district is to set district activity dates; council and district dates are not to conflict thus allowing Scouting members to benefit by a full and well-balanced program. Districts are to set district dates by **April 30th** of each year. Reservations of council facilities for district events begin **May 1st** of each year. Once district dates are set, districts are encouraged not to make changes except in extreme circumstances. The district committee should approve date changes with caution exercised to avoid conflicts with council events.

Each Scouting unit will receive the council program planning calendar at the June roundtable. After knowing what "program menu" is offered, units are to do unit program planning in June and July, with unit committees approving unit program calendars in August. Thus, unit program calendars would be available in time for fall recruiting. Reservations for council facilities for unit programming begin **June 1st** of each year.

LEADERSHIP

It is the responsibility of the district committee and nominating committee to continually identify new people to serve in various district positions in order to maintain a full committee staff. An ongoing effort to recruit new people to the organization and giving them increasing responsibilities as they are able, will allow the district to draw from an endless pool of volunteers so that no one person or group of people is over burdened. All council and district Scouting positions are for a 1-year term.

It is recognized that “many hands make light work” and we must continue to involve an increasing number of quality volunteers if we are to provide the best possible Scouting program to a growing youth membership. To accomplish this, the following guidelines should be used to protect our leaders from becoming over burdened, a Scouter can hold a maximum of three (3) Scouting positions; one primary plus two (2) other non-primary or three (3) non-primary positions. An adult Scouting leader can hold additional positions upon approval of the district chair and district executive.

PRIMARY POSITIONS

1. Council/district chair
2. Council/district commissioner
3. Council/district vice chair
4. Council/district finance chair
5. Council/district membership chair
6. Council/district advancement and recognition chair
7. Council/district program chair
8. Council marketing chair
9. Council/district training chair
10. Council/district camping and outdoor program chair
11. Council/district activities and civic service chair
12. Top unit leader
13. Unit committee chairman
14. District publicity liaison

DISTRICT KEY 4

There is a need for close communication between the District Key 4: the district chair, district commissioner, district vice chair and district executive. These four people meet at least monthly to accomplish the work of the district and to determine the agenda for the district committee meeting. They are the top management team of the district.

CHARTERED ORGANIZATION INVOLVEMENT

One of the most distinctive features of the Boy Scout movement is that it works through the medium of existing community organizations and institutions. Scouting is a cooperative partnership, with the institutions supplying the leadership and meeting facilities and the council providing the program and essential supporting services. Developing two-way communication between the institutions amid the district has been and will continue to be a critical factor for the Council's success.

The district executive meets at least annually with the head of each chartered organization on a professional-to-professional basis. The institution head is strongly encouraged to invite the chartered organization representative to be a part of this meeting. The purpose of the meeting is a review of the unit's progress, closeness of the organization's and the Boy Scout's missions and continued growth of the Scouting program.

A council annual report will be mailed to chartered partners in an effort to update heads of institutions about the Scouting program and to inform them about their role in the relationship (partnership).

DISTRICT LEADERSHIP CONFERENCE

The purpose of the District Leadership Conference is to annually acquaint district leadership team with the council priorities and to review plans so each district is moving in the same direction. The District leadership Conference will be held on **January 29, 2011**.

DISTRICT OPERATIONS MEETINGS

District Chairs will meet on a quarterly basis with the Council Senior Vice-President to discuss district issues and concerns, council programs and plans, and to share experiences and opportunities.

Meeting dates: October 20, 2010; January 29, 2011 (District Leadership Conference); April 16, 2011; June 16, 2011; August 20, 2011 (District Committee Training).

DISTRICT RECORDS

The district committee through the support of the district executive must keep adequate records in the administration of the district. The district executive is responsible for maintaining current knowledge of district operations and the following records:

District Index of Growth	District Activities Participation
New Unit Organization Chart	Trained Unit Leaders
Unit commissioner assignments	Units signed up for long-term camp
Advancement records	Notes of district meetings
End of month membership and units	Friends of Scouting:
Density of each school	(Lists of chair, presenters and giving history)

PROFESSIONAL STAFF MEETING SCHEDULE

Various meetings are held for the information and education of the professional staff. Meetings will be as follows:

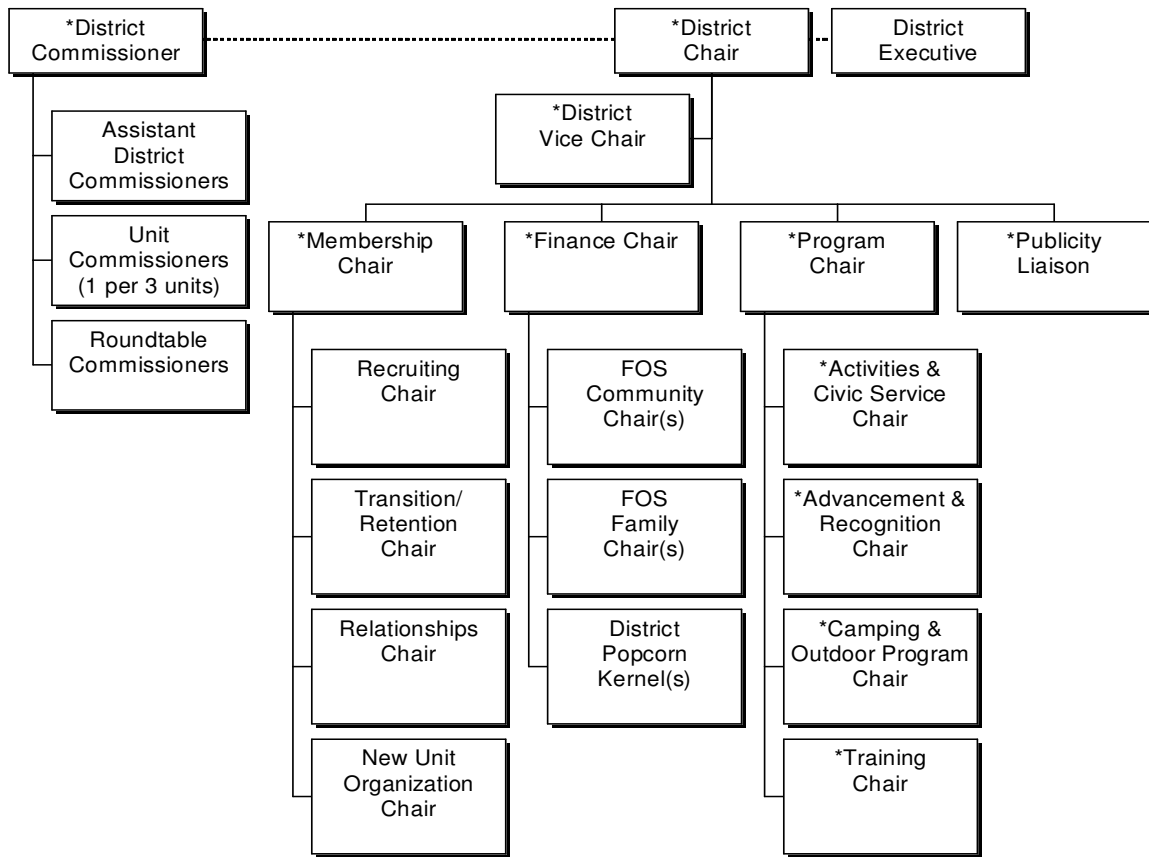
Executive staff meeting - the second and last Friday of the month

Cabinet meeting - as called by the Scout Executive

Program Planning Conference – **January 24-26, 2011**

All meetings of executive staff personnel should serve to communicate to those involved, the plan the council has adopted; and the steps needed to be taken to achieve the agreed upon objectives.

MODEL DISTRICT OPERATIONS



Key 4

District Chair
 District Commissioner
 District Vice Chair
 District Executive

* Primary Positions

COMMISSIONER SERVICE

2010-2011

MISSION

The commissioner staff will provide service and support to unit leadership to ensure a quality Scouting program is offered to all registered youth. All commissioner staff members are charged with promoting and upholding the policies of the Boy Scouts of America and the Anthony Wayne Area Council.

OBJECTIVES

1. Ensure all eligible units achieve Centennial Quality Unit status.
2. Recharter all units “on time” per the council schedule.
3. Initiate and nurture relationship between packs, troops, teams, ships, and crews to develop the full family of Scouting.
4. Assist the membership committee to organize and reorganize Scouting units where needed.
5. Be a resource for units in their annual program planning process.
6. Assist with fall recruiting, spring membership-recruiting events, first nighters, and encourage troops and crews to conduct an open house to recruit new youth into the program.
7. Conduct an annual commissioner’s conference and assist in conducting two council-level commissioner basic trainings.
8. Promote the use of *Boy’s Life* magazine as part of the BSA program.

COUNCIL COMMISSIONER CABINET

The council commissioner cabinet consists of the council commissioner, assistant council commissioners, and district commissioners. The council commissioner cabinet will meet at least quarterly. All council and district commissioners serve at the recommendation and approval of the council executive board for a one-year term not to exceed two consecutive years. Exceptions may be approved by recommendation of the district chair to the council commissioner. Assistant council commissioner serves roles as assigned by the council commissioner.

DISTRICT COMMISSIONER STAFF

The district commissioner staff will consist of the district commissioner, roundtable commissioners, assistant district commissioners, and unit commissioners. All members of the district commissioner staff serve at the recommendation and approval of the district commissioner for a one-year term.

DISTRICT COMMISSIONER

The district commissioner is approved and appointed by the council executive board, with concurrence of the Scout Executive, on the recommendation of the district nominating committee. District commissioners work with the assistant district commissioners in recruiting, training, supervising, and motivating unit commissioners to contact each unit at least monthly, identifying unit needs, and helping units plan to meet these needs. The district commissioner oversees the unit charter renewal plan so that each unit registers on time and with optimum membership, helps establish and meet district goals, and represents commissioner staff at district committee meetings.

ASSISTANT DISTRICT COMMISSIONER

Assistant district commissioners are assigned geographic territories under the direction of the district commissioner to recruit unit commissioners. It is recommended that assistant district commissioners give leadership to no more than five unit commissioners.

UNIT COMMISSIONER

Unit commissioners serve unit leadership in assigned packs, troops, teams, ships, and crews under the direction of the assistant district commissioner. A unit commissioner should serve no more than three units. They should not be assigned to serve units in which they have an active direct leadership role.

The role of the unit commissioner is to support the unit to achieve Centennial Quality Unit status, make monthly contacts with the unit to guide, counsel, and inform unit leaders, help the unit through the annual rechartering process, encourage unit leader training, and regularly attend district commissioner meetings. Paramount to becoming an effective unit commissioner is the challenge of participating in basic and supplemental training experiences intended for the unit commissioner.

UNIT COMMISSIONER'S TIMELINE

August – October

- Monitor progress towards Centennial Quality Unit Award
- Assist in completion of Adult Leadership Training Awards
- Assist with New Member Recruitment
- Assist with New Leader Recruitment and Orientation

November – January

- Monitor and assist in Internet Rechartering
- Conduct Semi-Annual Commissioner's Unit Health Evaluation
- Help Unit to conduct Unit Self-Assessment
- Help Unit set objectives for Centennial Quality Unit Award

February – April

- Assist in youth retention/transition process
- Monitor progress towards Centennial Quality Unit Award
- Enlist District Operating Committees to help unit achieve Centennial Quality Unit objectives
- Encourage Leader Training
- Encourage Summer Program/Camping Activities

May – July

- Conduct Semi-Annual Commissioner's Unit Health Evaluation
- Help Assist in Unit Program Planning and Recruitment of Leadership for Upcoming Program Year
- Help Unit prepare for Fall Recruitment and Fundraising Activities

ROUNDTABLE COMMISSIONERS

District Roundtable Commissioners will conduct monthly leader roundtables for the purpose of providing ongoing training and program information. As a supplement to leader training, districts may conduct a breakout presentation of suggested key subjects, including:

Guide to Safe Scouting

Advancement

Friends of Scouting

Leader Recognition and Religious Awards

Summer Camp Opportunities

Webelos-to-Scout Transition

Youth Protection

Boy's Life

Rechartering

Online Reports and Training on MyScouting.org

Prescribed Materials for Cub Scout Roundtable

PACK-TROOP-CREW RELATIONSHIPS

The commissioner staff is charged with developing and strengthening relationships between partner packs, troops, teams, ships and crews. This relationship should connect these units together to work to provide a seamless Scouting program for youth and adults from Tiger Cubs through Venturing.

Commissioners will maintain an updated list of the established Scouting family unit relationships. This list will be communicated with the membership committee. Commissioners should also encourage joint events (i.e. recognition events or service projects), Den Chiefs, Venturing instruction or demonstration for Boy Scouts, Cub Scouts, and social activities (picnics, summer camp visits, etc.).

TRAINING/MEETINGS

Council Commissioner Conference

A council wide commissioner conference will be held on **May 13 - 14, 2011**. All unit, roundtable, assistant and district commissioners should attend this opportunity for advanced training, planning, and fellowship.

Council Commissioner Cabinet Meetings

Cabinet members meet on a bi-monthly schedule.

District Commissioner Staff Meetings

District commissioner staffs meet monthly. The primary purpose of these meetings are to evaluate the health and strength of the units in the district and to measure the ongoing progress being made towards Centennial Quality Unit status. Meeting agendas should be designed to identify units needing help, to provide support to units, and to be as informative as possible for unit commissioners. Each monthly meeting should include a training experience.

Commissioner Training

All commissioners should have an orientation program (council commissioner to district commissioner, district commissioner to assistant district commissioner, assistant district commissioner to unit commissioner). Unit commissioners should view *The Unit Commissioner's Orientation: Helping Units Succeed* and *A Guide to Safe Scouting Book*, and *Commissioner Field Book for Unit Services*. Each book should be given to a new unit commissioner and reviewed as part of the orientation and is provided by the council. It is also recommended that Unit Commissioners attend Commissioner Basic Training, New Leader Essential and basic training specific to the units they serve. New district commissioners and assistant district commissioners should receive the *Commissioner Administration of Unit Service* during their orientation.

Basic Commissioner Training

The council will conduct one spring and one fall commissioner basic training course. The assistant council commissioners will facilitate the training with the help of other district and unit commissioners. **October 23, 2010 (University of Scouting) and April 16, 2011.**

COMMISSIONER RECOGNITION

Commissioners may earn several levels of recognition.

1. The Arrowhead Award recognizes trained unit commissioners with one year of service, as well as additional requirements.
2. The Commissioner's Key requires training and three years of service as well as additional requirements.
3. The Distinguished Commissioner Award is given to commissioners who have shown outstanding commissioner service in their area (council, district, or units).
4. Boy's Life Commissioner Award is given to commissioners who encourage 100% participation at the unit level and meet certain other criteria for units served who reach 100% participation.

Complete requirements can be seen in the *Commissioner Fieldbook for Unit Service*. The Distinguished Commissioner Award will be presented at the respective district recognition dinner.

MONTHLY CONTACTS

Each district commissioner or assistant district commissioner should take the necessary steps to ensure that every unit commissioner under their supervision makes a meaningful monthly contact with each of their units. This monthly contact may be made in the form of visiting a unit meeting, visiting a unit on camping or outdoor experience, personal visit with the unit leader, going to the Roundtable with the unit leader, attending a unit committee meeting or participating in a special unit event.

YOUTH PROTECTION

Unit Commissioners must be thoroughly familiar with Boy Scouts of America Youth Protection regulations and procedures and be able to help unit leaders interpret and implement these guidelines.

CENTENNIAL QUALITY UNITS

The responsibility for ensuring that units achieve the Centennial Quality Unit Award rests squarely on the shoulders of the council commissioner staff through each of its districts. A primary measure of the effectiveness of unit service provided by council and district commissioner staffs is the number of units having earned the Centennial Quality Unit Award. Unit commissioners should assist units in self-evaluation and goal setting for the Centennial Quality Unit award during **January and February** of each year. Progress toward these goals should be evaluated periodically throughout the year. Commissioners should help unit personnel with completion of Centennial Quality Unit achievement forms between **November 1st and December 31st** each year.

UNIT HEALTH REVIEWS

Each January and July, the district executive meets with the district commissioner to evaluate the units in the district. Units meeting Centennial Quality Unit requirements would normally receive a grade of “good.” Units not meeting these requirements will be rated as “fair” or “poor” based on the challenges this unit will face in achieving Centennial Quality Unit status.

For every unit in the fair or poor category, the district executive and their commissioner staff will develop a plan to bring this unit back to Centennial Quality Unit status. Specific action should be identified monthly and progress reported at district commissioner meeting. Priority should be placed on units with “critical” problems. District commissioners report the plan to council commissioner.

NEW UNIT PROSPECTS

Every youth in our Council must have a Cub Scout pack, Boy Scout troop/team, or Venturing crew/ship within a reasonable distance from their home. Each district should maintain a new unit prospect list for use by the membership committee. As the eyes and ears of our Scouting program, the commissioners are in the best position to constantly add prospects to this list and are highly encouraged to do so at every commissioner meeting. Encouraging their assigned chartered organizations to have a “Full Scout Family” (pack, troop, crew, ship) will help in this effect.

NEW UNIT ORGANIZATION TEAMS

The commissioner staff will be asked to provide a representative to serve as a member of each new unit organizing team to assist in the organization, and then assume unit service duties for the long-term.

When a community organization agrees to be a chartering organization for one or more Scouting units, the membership committee will appoint a member as the unit organizer. The unit organizer will call on the district commissioner to assign a commissioner to the team. Ideally, the new unit organization team will consist of:

1. The unit organizer (membership committee).
2. A unit commissioner.
3. A trainer.

The new unit organization team will assist the partner organization through the unit organization steps and follow-up with the new unit through the initial meetings. This team approach to unit organization insures that the unit receives a high degree of support from the Scouting organization when the unit has the greatest need.

IMMEDIATE ORIENTATION OF NEW UNIT LEADERS

As new unit leaders are recruited, the unit commissioner staff is responsible for assuring Fast Start training occurs within one week. The unit commissioner staff members are encouraged to participate in the Fast Start orientation session to assist the new leader and training committee member. Fast Start orientation should be available to the new unit leader before his or her first meeting.

RECHARTERING

The council recharter process will be conducted on-line at www.awac.org. Each district will conduct a district recharter night for the purpose of assisting unit leadership in the recharter process, approximately 60 days and 30 days prior to the recharter due date. Unit commissioners should ensure that the charter presentation is conducted at an appropriate event or ceremony.

DISTRICT RECHARTERING MONTH ASSIGNMENTS

December

Wabash Valley
Miami
Scout Reach

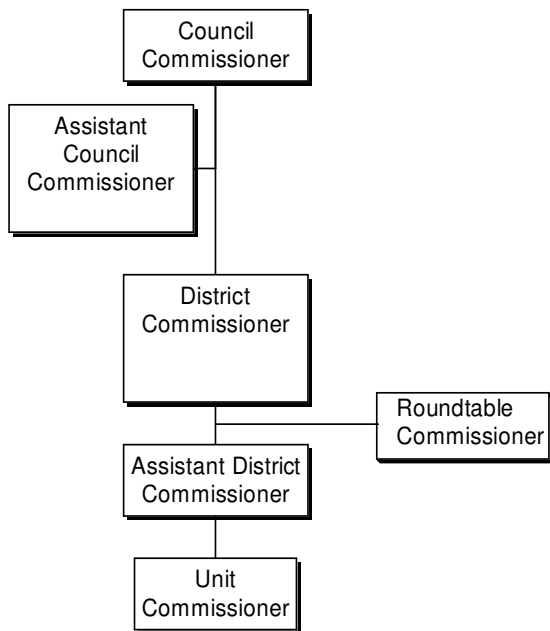
January

Thunderbird
Lincolnway
Pokagon

2010 – 2011 COUNCIL COMMISSIONER CALENDAR

August – November 2010	Fall Recruiting
September 20, 2010	Council Commissioner Cabinet Meeting
October 23, 2010	Basic Commissioner Training (University of Scouting)
November 23, 2010	Council Commissioner Cabinet Meeting
January 29, 2011	Council Commissioner Cabinet Meeting
January 29, 2011	District Leadership Conference
March – June 2011	Spring Recruitment
March 22, 2011	Council Commissioner Cabinet Meeting
April 16, 2011	Basic Commissioner Training
May 13 – 14, 2011	Council Commissioner Conference
May 24, 2011	Council Commissioner Cabinet Meeting
July 26, 2011	Council Commissioner Cabinet Meeting
August – November 2011	Fall Recruiting

COMMISSIONER STAFF



MEMBERSHIP/RELATIONSHIP

2010-2011

MISSION

To recruit and retain members in the programs of the Boy Scouts of America throughout the Anthony Wayne Area Council and to organize and establish new units in any area which will increase the accessibility of a program to potential members.

OBJECTIVES

1. Collect and maintain information identifying potential Scouting partners and determine membership growth potential on community-by-community basis.
2. Recruit unit organization teams to organize Scouting units within community organization and families.
3. Market positive Scouting values, and programs as a means of building key relationships that will help increase membership.
4. Develop and implement a year-round membership plan to attract new youth and their families to join Scouting (i.e. School Night, Troop Open house, Spring Round Up and First Nighters).
5. Promote Venturing as an opportunity to retain older Boy Scouts and involve more young women and new young men.
6. Ensure that Webelos graduate to their partner troop by **April 1st** of each year.
7. Encourage chartered partners to sponsor the full family of Scouting (pack, troop and crew).
8. Continue to foster relationships in the underserved populations to reach youth not currently served in Scouting.

STRUCTURE

The council vice president of membership is appointed by the council president. The district membership chair is appointed by the district chair and is a member of the council membership committee. Members-at-large may be appointed by the council vice president of membership. All positions are for a one-year term. The staff advisor to the committee is the council Field Director.

GROWTH OPPORTUNITY ANALYSIS

District membership chairs should develop listings, by community, which show total available youth and organizations that are eligible for charter partner status. Total available youth members, by school, are available through the district executive and are updated each year. Potential Charter Partner Organizations should be developed by a district analysis of each community. New units should be established with existing charter partners to complete the full family of Scouting. Chartered Partners with a full family of Scouting will be recognized.

The membership committee must keep in close communication with the commissioner staff in the organization of new units and work as a team where needed in establishing new units and unit service. The membership committee is responsible for the retention and transition of youth through the program (Cub Scouting through Venturing) supported by unit commissioners.

The membership committee is also responsible for the development of a year-round recruitment plan of new Cub Scouts, Boy Scouts, and Venturers. The membership committee will support recruiting efforts with information, flyers, posters, etc.

CALENDAR

January-December	Boy Scout and Venturing Recruitment
December-March	Begin reorganization of dropped units
January-March	Webelos-to-Boy Scout Transition
March-June	Spring Membership Recruitment
April-May	Spring Membership Inventory and separated member follow up
May	Council Fall Recruiting Orientation - May 18, 2011
July	District Fall Recruiting Orientation(s)
August-September	Fall Recruiting Emphasis – August 23 – September 10, 2010 August 22 – September 9, 2011
October-November	Fall Membership Inventory/Follow-up Recruitment
January-December	Bring a friend and earn the recruiter patch

MEMBERSHIP CAMPAIGNS

The council will support traditional methods of invitation to join Scouting, i.e. distribution of information through schools. The council will make available recruiting materials (flyers, posters, etc) as a means to advertise Scouting. The council will support other methods of invitation to join Scouting in coordination with the council marketing and public relations committee. The council will help provide all materials available from our relationships division for other languages in an attempt to expand into new communities. A special effort will be made to develop or obtain promotional and program materials in languages not available from BSA (e.g. Burmese).

The council will conduct and support highlight events, a spring recruiting campaign, and a fall recruiting campaign. The council will support and seek out opportunities, activities, community/school events, and statewide gatherings to promote membership in Scouting (e.g. FAME, Three Rivers Festival Parade, etc.).

Council will support the year round membership recruiting activities of the districts. Each district will organize spring and fall recruiting efforts, in conjunction with the council's plan. These are to include efforts for recruiting members to all levels of our program. Districts will support and seek out opportunities, activities, and community/school events, to promote membership in Scouting. Districts may conduct recruiting events (e.g. Pinewood Derby at a public location, to recruit new members).

The school relationships subcommittee will assist in addressing school access issues. They will also devise methods of reaching out to home-schooled youth and maintain a positive relationship with the educational community.

Scouting units should always pursue new youth to join their Scouting program and are encouraged to support the year round membership recruiting activities of the council and the districts. Participation in recruiting efforts is expected. Individual units will be supported with promotional materials for their recruiting efforts. Scouting family units are encouraged to organize activities that foster retention and recruitment of young people within their Scouting family.

MEMBERSHIP INQUIRIES/REFERRALS

A procedure will be developed and implemented to track and respond to all inquiries/referrals for membership by Fall 2010.

SPRING TIGER CUB AND CUB SCOUT RECRUITING

To ensure that we have success and achieve Centennial Quality Districts and Centennial Quality Council; we must begin early to recruit Cub Scouts, especially Tiger Cubs. Our market for Tiger Cubs is boys who are graduating from kindergarten in May or June. We need to get them committed to the Cub Scout program early to ensure that we are the “*program of choice*” for their families. In recruiting, these new boys, we must be sure that there will be programs for them to attend during the summer. District leadership should encourage and assist unit personnel in scheduling and planning summer activities. Council activities (i.e. Cub Zoo Day, Tin Caps Overnighter, Komets hockey games, etc.) should be supplemental activities and units and districts should not rely solely on these events to keep new scouts interested.

Steps to Success

1. Contact all Cub Scout Packs by **March 15th** of each year and get a commitment to conduct spring recruitment.
2. Secure units commitment for summer activities (share the ideas with other units!)
3. Schedule Boy Talks and flyer distribution for elementary schools, especially kindergarten.
4. Follow up with units after recruiting event to ensure applications are turned in.
5. District/Council summer supplemental activities.

FALL CUB SCOUT RECRUITING

The Units and District will support and assist in implementation of the Council promotional plan e.g. brochures, “My friend is a Scout” invitation cards, PSAs, posters, yard signs etc. In coordination with the District Membership Committee, all elementary schools should be contacted by Pack leadership on or before **May 31st** of each year to schedule fall round- up activities. Follow-up with the schools will be done again by **August 31st** of that year to secure final details for round-up activities.

National standards suggest that a boy be contacted seven times to join Cub Scouts. Anthony Wayne Area Council will strive to help Packs meet this standard.

School round-up events should be scheduled between **August 23 – September 10, 2010 and August 22 – September 9, 2011**. As part of the fall recruitment campaign, community wide events should take place in the second half of September to further facilitate the number of opportunities a boy has to join Cub Scouts.

SCHOOL OPEN HOUSE AND SCHOOL REGISTRATON

All Scout units and district representatives should plan to attend school open houses and school registrations in addition to their Round-up night activities to promote Scouting. The council will support these prime time opportunities to register youth with promotional materials.

WEBELOS TO SCOUT TRANSITION

Webelos Scouts are encouraged to graduate into the ranks of Boy Scouts at the earliest time that they are eligible. It is understood that second year Webelos will most likely complete their program of instruction in a February time frame of each year. Webelos ready for transition to Boy Scout troops in the January, February, or March time frame would be transitioned to Boy Scouts troops at that time with a local Cub Scout to Boy Scout ceremony as the preferred method. Troops and Webelos dens should form a relationship early to promote joint activities to ensure a Webelos transition to Boy Scouting. Webelos to Scout transition information will be distributed to Webelos den leaders and Scoutmasters at fall program kick-off.

TRANSITION/RETENTION CHAIR

Each district will have an individual responsible for the retention of youth through a Webelos to Scout Transition plan. The Transition/Retention Chair will do the following to ensure that all of the second-year Webelos in the district have the opportunity to join their Boy Scout troop:

June – July	Meet with commissioner staff to confirm Pack-Troop relationships.
August	Distribute Webelos to Scout transition information to Webelos den leaders and Scoutmasters, with roster of the Webelos and second-year Webelos in their pack to visit.
September-October	Ensure that troops have invited 5th grade Webelos from their packs to visit.
November-December	Plan with Webelos den leaders to ensure that a formal crossover ceremony will occur in January, February, or March.
January-March	Track graduation of 5th grade Webelos to Boy Scouts.
April-June	Follow-up with 5th grade Webelos, who did not graduate, with a phone call to find out why they did not join or where they would like to join.
June	Do a final Webelos to Scout transition report for the District Membership Chair.
January	5 th grade Webelos family letter sent.

BOY SCOUT RECRUITMENT

In the spring, Boy Scout troops are to be contacted by district membership committee and asked to conduct a troop open house. The open houses should be geared towards non-Scout boys. Open houses should be conducted by following the Boy Scout Troop open house plan. Materials (youth survey, cards, and fliers) are available for troops to utilize in visiting school classrooms. Recruiter patches are available to recognize all boys for their help in inviting friends to join their troop. Troops are also encouraged to continue their recruitment efforts through the fall.

SCOUT TO VENTURER TRANSITION

Annually, the District Transition/Retention Chairman will mail out information about the Venturing program to all registered Scouts age 16 and older inviting them to join Venturing during the spring recruitment of each year.

VENTURER RECRUITMENT

Each district will recruit a District Venturing Recruitment Chair. This person will work with the district membership chair and new unit coordinator to develop and support new venturing units in the district. They will also help with the organization of Venturing recruitment activities in the district. Special emphasis will be placed on Venturing recruiting in fall 2010 and on **April 18 - May 2, 2011**. Existing crews should be encouraged to recruit new members utilizing first nighters, flyers, DVD's, etc.

RETENTION AND RECOVERY PLAN

I. Retention

- A. Assist every Unit in achieving the Centennial Quality Award. (This award includes requirements for program enhancement and retention improvement. It can help focus a Units' efforts on these elements.)
- B. Commissioners will help Units conduct an annual self-assessment of Unit operation.
- C. Commissioners will conduct semi-annual evaluations of each unit including:
 1. An assessment of a Units' program and effectiveness.
 2. A Unit membership inventory to identify inactive members. (Inactive members will be contacted and encouraged to become active.)
- D. Based on the results of the Unit self-assessment and the Commissioner's evaluation, appropriate District operating committees: Training, Advancement and Recognition, Camping and Outdoor Program, Activities and Civic Service will be asked to take action to meet each individual Unit's specific needs.
- E. Each Unit will be encouraged to complete a PAPPY (Planning a Perfect Program Year) plan each year.
- F. A "Webelos Eligible" report will be provided to each district membership committee during the first and second quarter of each year.
 1. District Webelos Transition Chair will follow-up with Scouts on the list to ensure that they are encouraged to take the next step on the Scouting trail and join a Scout troop.
 2. A letter will be sent by the council membership committee in January each year to all 5th grade Webelos parents highlighting the benefits of the Boy Scout program and encourage their participation in a troop.

II. Recovery

- A. The Internet rechartering process provides a real-time report of “members not renewed” for each Unit. This report will be provided to commissioners and district membership committee chair.
 1. Each Unit will be asked to list each dropped member and explain why they are not renewing their membership.
 2. A letter/survey will be mailed to each non-renewed member asking them to state their reason for dropping out and encouraging them to reconsider their membership. Results of the surveys will be compiled to provide the Council and Districts statistical data about the reasons Scouts drop out.
 3. District membership committee will contact non-renewed members by phone to encourage them to return to Scouting.

SPRING AND FALL MEMBERSHIP INVENTORY

The district membership committee will contact each unit to audit their membership rosters and to identify new boys and separated members for follow up. This effort will happen in March/April and October/November.

PACK-TROOP-CREW/SHIP RELATIONSHIPS

The commissioner staff is charged with developing and strengthening relationships between partner pack, troop, ship, and crew. This relationship should connect these units together to work to provide a seamless scouting program for youth and adults from Tiger Cubs to Venturing.

Commissioners will maintain an updated account of established Scouting family unit relationships. Commissioners should have these units communicate on a regular basis even to the extent of one committee for three programs. Commissioners should also encourage joint events, (i.e. recognition events or service projects), Den Chiefs, Venturing instruction or demonstration for Boy Scouts, Cub Scouts, and social activities (picnics, summer camp visits, etc.).

NEW UNIT PROSPECTS

Each district will maintain a new unit prospect list for use at district meetings and membership committee meetings. They should have at least five “hot” new unit prospects, five more prospects being warmed up, and five additional prospects in the thinking stage. The district or council will conduct denominational Together Plan/Relationship Conferences or similar programs to foster new unit prospects.

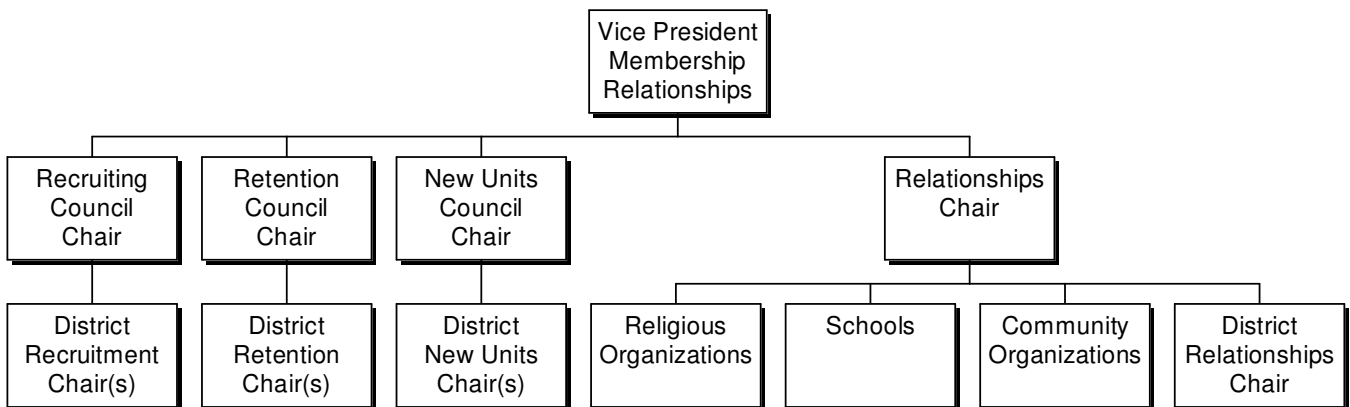
NEW UNIT ORGANIZATION TEAMS

The new unit coordinator appoints and monitors the new unit organizing teams. When a community organization agrees to be the chartered organization for one or more Scouting units, the unit organizer may call on the district membership committee chairman to put together a new unit organizing team, ideally consisting of:

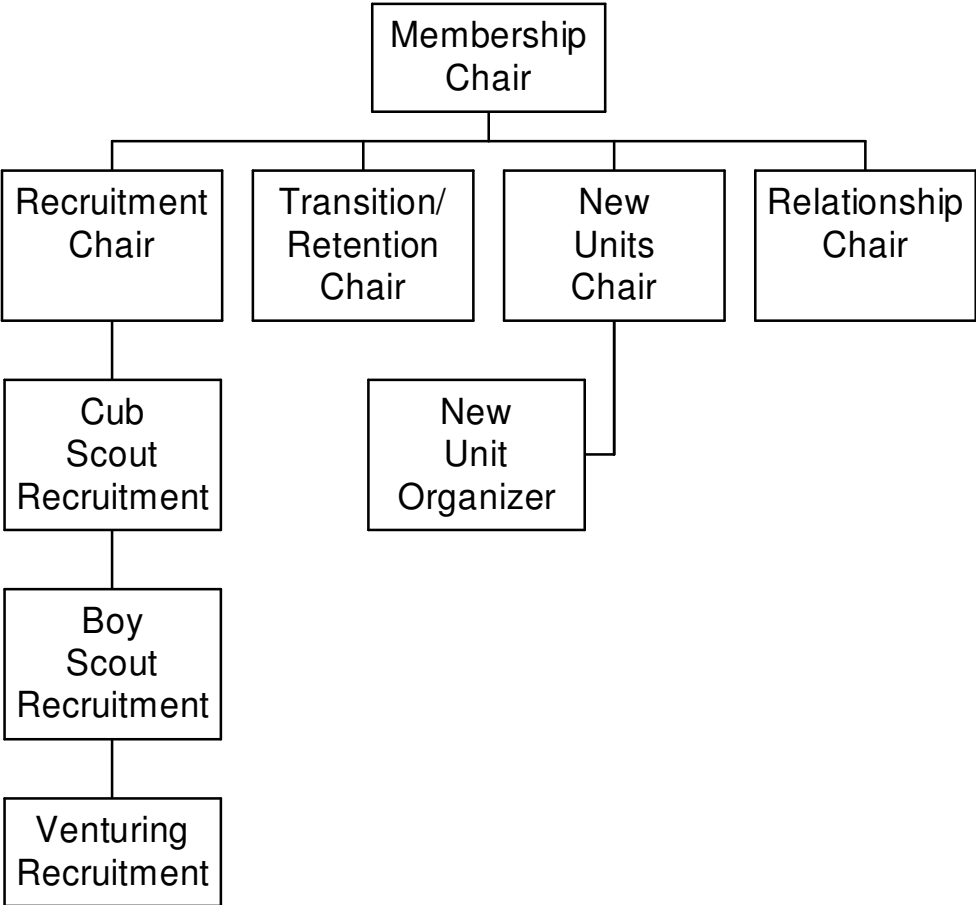
- The unit organizer,
- A unit commissioner, and
- A trainer

The new unit organizing team would assist the chartered organization through the unit organization steps and follow up with the new unit through the initial meeting. This team approach to unit organization ensures that the unit receives a high degree of support from the Scouting organization when the unit has the greatest need. To assist these teams in new unit organization efforts a council wide new unit blitz day will be conducted early each year.

COUNCIL MEMBERSHIP COMMITTEE



DISTRICT MEMBERSHIP COMMITTEE



COUNCIL MARKETING/PUBLIC RELATIONS

2010-2011

MISSION

The mission of the Council Marketing/Public Relations Committee is to deliver the Scouting message of positive values and strong leadership to internal and external audiences using a mix of media in order to maintain and recruit Scouts, parents, funding sources, and volunteers; and assist the council in increasing the standing of Scouting in the community.

RESPONSIBILITIES

The council marketing committee is responsible for all facets of marketing, including public relations, media relations, promotions, advertising, and research. The committee's principal responsibilities are as follows:

1. Develop, implement, and evaluate the marketing plan in support of the council's strategic plan. The guidebook, "Developing a Local Council Marketing Plan," No. 02-651, can be used as a guide for writing the plan.
2. Prioritize projects and set short- and long-term marketing goals.
3. Determine which marketing methods are most effective in communicating the local council's mission and goals.
4. Ensure that the BSA's markets—families, youth, and chartered organizations—have the accurate knowledge and materials needed to promote Scouting.
5. Continually inform council leadership of the value of positive public relations. Provide the public and media with information that will promote a positive image for the BSA. Consider using bumper stickers, billboards, and print ads as publicity tools. Consult the Marketing and Communications Division's resource pamphlet, No. 02-616, for availability.
6. Use national BSA marketing materials as part of the overall plan. Also integrate marketing strategies from National Council divisions.
7. Assist and support the planning, promoting, and launching of programs and projects.
8. Provide audiovisual communication programs and services to inform audiences, both internal and external, of Scouting's mission.
9. Ensure the orderly and effective planning and development of all local council publications in order to make these publications more responsive to their readers.
10. Support the council through timely, useful research. Continually research and evaluate all aspects of the council's program. Keep the program relevant to the current and future needs of youth, families, and chartered organizations, while upholding the principles and ideals of the Scouting movement. The Local Council Research Kit, No. 02-127, can be used as a guide for local market research.
11. Create tools to motivate district- and unit-level volunteers to continue conducting positive public relations at the district and unit levels.

12. Track how effective marketing efforts are by keeping a record of positive and negative feedback (i.e. creating a call log for council staff).

OBJECTIVES

All communications will utilize the Boy Scouts of America logo and council name usage should be the Boys Scouts of America, Anthony Wayne Area Council.

The Marketing/Public Relations Committee is made up of volunteers with expertise in the areas of marketing and public relations. The committee will seek to increase its membership to reflect market and project needs.

The Marketing/Public Relations Committee will provide resources and expertise to the council operating committees in support of the annual program plan with positive and effective promotions.

The Marketing/Public Relations Committee will develop a message and a plan to (i.e. new parent welcome/guide) recruit and retain engaged and accountable adult volunteers.

STRUCTURE

The Marketing/Public Relations committee, with support from a council staff advisor, will consist of a council vice-president of marketing, sub-committee members, and district publicity liaisons. The committee will meet at least six times per year to develop, execute, and evaluate effective campaigns.

Districts will recruit a publicity liaison. The district publicity liaison is appointed for the term of one year by the district chair. The publicity liaison is responsible for relaying the plans of the Marketing/Public Relations Committee to the district and unit level.

SUBCOMMITTEES

The council marketing committee should develop subcommittees based on the council's marketing goals. Depending on the committee's size, one member may be responsible for more than one subcommittee. Subcommittees can be created to address the marketing of specific programs or projects or specific tasks. Subcommittees are to be either program/project or task subcommittees.

PROGRAM/PROJECT SUBCOMMITTEES

100th Anniversary Subcommittee

Communicates information to both Scouters and the general public about the events coinciding with the 100th Anniversary of Scouting.

Website/Internet Marketing Subcommittee

1. Ensures the council's compliance to web content standards of the national council.
2. Advises the website maintenance staff on internet trends and innovations to ensure the growth and continual development of the council site.
3. Assists in the integration and use of social media networking and other available internet tools and applications to more efficiently communicate with the community.

TASK SUBCOMMITTEES

Public Relations Subcommittee

1. Communicates Scouting's mission to the community.
2. Monitors the council's image.
3. Anticipates public perception and responds to Scouting-related issues.

Marketing Research Subcommittee

1. Collects and analyzes data on the size, segments, trends, and behavioral dynamics of particular Scouting markets.
2. Suggests the best utilization of marketing/public relations tools and methods for particular markets.

Communications Subcommittee (Internal/External Communication)

1. Provides communications and promotion expertise.
2. Develops marketing tools to promote Scouting, and uses marketing tools produced by the National Council.
3. Remains knowledgeable about the development of messages, media, and publicity.
4. Recommends how the council can best maintain a high quality of customer service.
5. Provides the organization with information on relevant developments in government. Manages the council's program of representation and presentation to local community leaders, educators, and organizations.
6. Works in conjunction with the Scout executive and vice president of marketing to develop and maintain council-level relationships with community leaders.

COUNCIL AND DISTRICT PUBLICATIONS

Anthony Wayne Area Council needs to reach all target audiences with clear messages and available resources. The Marketing/Public Relations Committee is charged with monitoring the council newsletters including frequency, reach and layout.

A quarterly publication will address human-interest stories, individual recognition, new programs, financial news and accomplishments accompanied by pictorial layouts. It will be distributed to all current and prospective scouting supporters.

In addition, a monthly e-Courier newsletter will be distributed via e-mail to all Scouting member households. The contents of the e-Courier should include district highlights, event dates, individual recognition, and other district specific information. Article submission for the e-Courier publication is due on the 1st Friday of each month prior to the month of publication. Notification emails will be sent by the 25th of each month to all available Scouting member households.

EVENT COMMUNICATIONS

Council and district event communications must use a backdating system for proper notification and participant planning. The staff advisor and volunteer chair for an event are responsible to develop and implement the plan to communicate event information to Scouting volunteers, youth members, and the public-at-large. Communications for all events are recommended to extend to all direct contact leaders for enhanced effectiveness. All program event communications must be approved by the council staff advisor before distribution. Event notification/materials will be available on the council website.

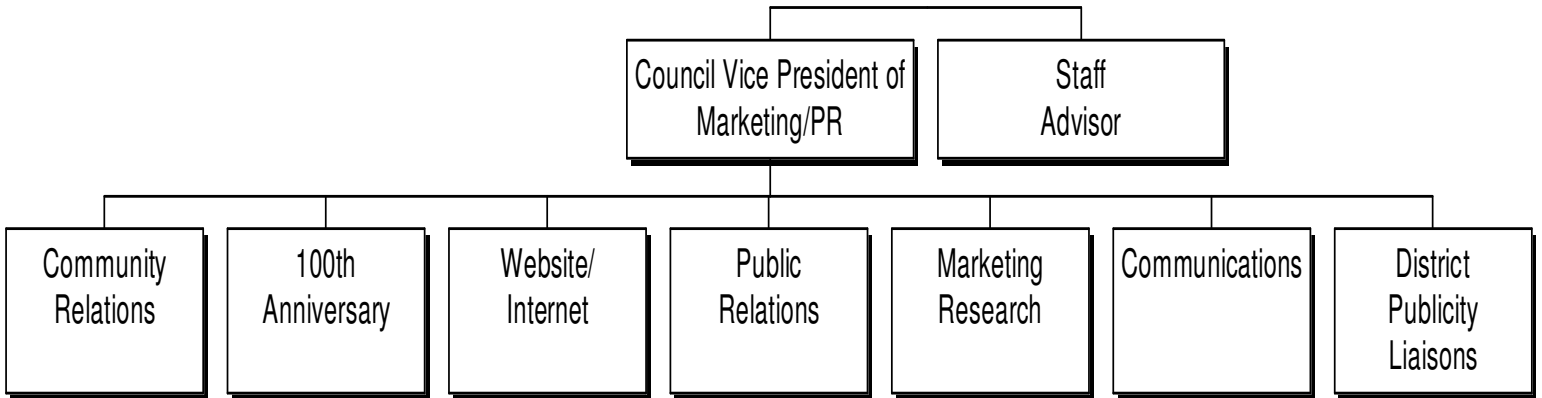
Districts are charged with minimizing mass mailing event and other information. District event committees are charged with using mass e-mail to ensure notification and to eliminate or greatly reduce the printing costs for events.

WEBSITE/INTERNET

The council website will be maintained by designated staff. Council/district web page information will be submitted on a regular, timely basis. The primary council website address is www.awac.org. Other domains may be registered, as determined necessary, in order to attract more traffic to the council website.

Council website will be monitored by the Scout executive or designee from council Marketing/Public Relations Committee to ensure content meets the national policies of the Boy Scouts of America. District web pages will be monitored by professional staff and district publicity liaison to ensure accuracy and content. Official district web pages are located within the council web site. The council assumes no responsibility for content displayed on any other web site that has not been approved by the council. Improvements to the council website are needed specifically for interested parties wanting to learn more about the Scouting movement.

COUNCIL MARKETING/PUBLIC RELATIONS COMMITTEE



COUNCIL PROGRAM SERVICES

2010-2011

MISSION

To help ensure quality council, district, and unit programming by working through a coordinated effort of council and district program personnel in selecting manpower, managing resources and providing services.

OBJECTIVES

1. Recruit quality community leadership to plan programs, events, and civic service projects in support of council, district, and unit programs. Volunteer leaders should be recruited based on their personal strengths and abilities to assure maximum program opportunities.
2. Ensure that scheduled programs and events are available to all registered youth and adults regardless of age, sex, race, nationality, or handicap.
3. Develop and maintain a plan so reservations for council activities received by mail or delivered to the service center are handled in a timely manner.
4. In conjunction with the council's marketing plan, provide support to events and activities by providing registration and promotion information to be used in the *The Courier*, www.awac.org, and at the Scout Service Center.

ORGANIZATION

The council vice president of program selects the four council operating committee chairs (Activities and Civic Service, Advancement and Recognition, Camping and Outdoor Program, and Training).

The program service group is composed of the council vice president of program and the four council operating committee chairs. The district chair selects the district program chair. The district program chair is accountable to the district chair. The council activities and civic service committee, training committee, advancement and recognition committee, and camping and outdoor program committee will meet four times per year at the council coordinated program committee meeting for the purpose of:

1. Reviewing needs for upcoming district and council events and the upcoming agendas for the four program committees.
2. Reviewing resource materials, job descriptions, etc.

3. Coordination of the districts role in council events. In the event that a vote needs to be taken at the council coordinated program committee meeting, the procedure is one vote per district with the council committee chair serving as the tiebreaker. In matters that pertain to the program plan, committee recommendations will be submitted to the council senior vice president.

The four district program chairs (camping and outdoor program, activities and civic service, advancement and recognition, and training) are accountable to the district program chair and are automatically members of their related council committee. They will coordinate the selection of district event chairs

In order to maximize a volunteer's effectiveness in Scouting, They may chair only one council/district activity at a time. To help a volunteer maximize their effectiveness, they may not be on more than two council/district event committees at one time.

All volunteers recruited to serve, as a chair of council activities and civic service, camping and outdoor program, advancement and recognition, and training events will be cleared with the council vice president of program before recruiting. All volunteers recruited to chair district activities and civic service, camping and outdoor program, advancement and recognition, and training events will be cleared with the district program chair.

To avoid duplication of recruiting efforts, potential volunteers for council and district events will be cleared with District Key 4 before recruiting.

All council/district events must have an itemized budget submitted for approval at least 90 days for council events and 60 days for district events. Expenses are not allowed without approved budget. Events must follow council fiscal procedures.

District program chairs, through the district executive, will provide activities and civic service chairs with a backdating schedule and job description for each event chair.

Council Coordinated Program Committee Meeting Schedule:

October 21, 2010

January 29, 2011 – District Leadership Conference

March 17, 2011

May 19, 2011

August 18, 2011

Council Coordinated Program Committee members are:

Council Vice President of Program
Council Activities and Civic Service Chair
Council Training Chair
Council Camping and Outdoor Program Chair
Council Advancement and Recognition Chair
District Program Chair
District Activities and Civic Service Chair
District Training Chair
District Camping and Outdoor Program Chair
District Advancement and Recognition Chair

COUNCIL/DISTRICT PROGRAM PLANNING PROCESS

To help prepare Cub Scout packs, Boy Scout troops, Venturing crews, and Varsity teams to plan and provide a quality program for its members, district will:

1. Conduct a unit program planning orientation in each district before district program kick-offs. Planning support materials and council/district dates (Council Calendar) will be provided at this orientation. These materials will be available by June 1st of each year.
2. At the regularly scheduled roundtable or special event in the first 15 days of August, hand out and review program and event support items, e.g. popcorn sale, district camp-orees, council events, Boy Scouts of America policies and procedures. Handouts and support items will be a shared responsibility of the council and districts.
3. The district program chair will be responsible for both meetings and should involve the district commissioner, district roundtable chairs, and district operating committees. Printing and postage costs for promotional items may be approved upon request.

RESERVATIONS

Establish an opening date to accept reservations of events, particularly those that have a limit, to allow for ample response time and an equal opportunity for all youth to participate. This procedure will neutralize any registration advantage for youth or units in closer proximity to the Anthony Wayne Area Council Service Center over those near the council boundaries. All promotional material for events with an enrollment capacity will include registration information. Wording like “registrations will be accepted beginning...” will guarantee equal opportunity for registration. All reservations received before or by 10:00 a.m. opening day will be processed by lottery. Reservation deadlines will be established for each event. Districts are encouraged to use a fee incentive program for early registrations.

To facilitate scheduling of council facilities, council events may be scheduled any time after the Program Plan is approved. Districts may make reservations beginning June 1st for the upcoming program year. Units may make reservations beginning July 1st for the upcoming program year.

When a major council-wide event is offered to all members, council properties will be closed to units or districts. All council personnel including professional, clerical, and volunteer, will be assigned to support these efforts in order to allow focuses of council resources and attention on the event.

OTHER ITEMS

A trading post may be made available for selected council events and at district events coordinated by the Scout Shop.

Update resource room and district literature racks monthly and continue to include information on non-council outdoor opportunities and various resource lists.

Council event committees will decide locations for events with approval of the council of the vice president of program. Event sites from all parts of our council should be considered.

ACTIVITIES AND CIVIC SERVICE

2010-2011

MISSION

The Activities and Civic Service Committee will implement a wide range of events that are designed to retain members and will guide units in community service projects to increase community exposure that will attract new members.

OBJECTIVES

1. Assure that events enhance unit programming, not replace it.
2. Recruit community leaders who appreciate Scouting values and can provide the resources necessary to make each activity and civic service a highlight experience.
3. Implement and promote a quality and balanced year-round program to ensure maximum participation by all registered youth.

STRUCTURE

The council vice president of program appoints the council activities and civic service chair. The district activities and civic service chair is appointed by the district chair and is a member of the council activities and civic service committee. The council activities and civic service chair may appoint several members-at-large. All council and district positions are for a one-year term, with a limit of two consecutive years, is suggested.

COMMITTEE GUIDELINES

1. In order to maximize a volunteer's effectiveness in Scouting, they may chair only one council/district activity at a time. To help a volunteer maximize their effectiveness, they may not be on more than two council/district event committees at one time.
2. All volunteers recruited to serve as a chair of council activities and civic service events will be cleared with the Council Vice President of Program before recruiting. All volunteers recruited to chair district activities and civic service events will be cleared with the district Program Chair.
3. To avoid duplication of recruiting efforts, potential volunteers for council and district events will be cleared with district Key 4 before recruiting.
4. All council and district events must have an itemized budget submitted to the council Program Director for approval at least 90 days in advance for council events and 60 days in advance for district events. A 15% operations and support expense will be included in each activity budget per council board action. Expenses are not allowed without an approved budget.

5. Council and district Activities and Civic Service Chairs will develop a backdating schedule for each event.
6. Unless otherwise stated, all council and district event fees will be transferable to another person at the same event but not refundable. Each event will have a non-refundable statement printed on the registration slip.
7. Reservation deadlines will be established for each event after which a late registration fee may be added.
8. All event registration forms will include the event account number to ensure proper accounting of the event income. All event forms must be approved by the council staff advisor prior to distribution.
9. Information about community activities and civic service opportunities that are approved by the council will be shared at district Roundtables, posted on the council website at www.awac.org, e-mailed, and available in the Council Service Center.
10. Districts will not conduct district events that would be in direct conflict with council events. Districts need to provide committee members to support council events.
11. District events involving more than one district need to be approved by the Council Vice President of Program and Council Program Director.
12. The event chair will conduct an evaluation for each council/district event within 30 days of completion and submit the evaluation to the Council Vice President of Program and Council Program Director.
13. Venturing Officers Association will be a group led by a representation of District Venturers to plan Council Venturing activities.

COUNCIL ACTIVITIES AND CIVIC SERVICE

100th Anniversary of Scouting

The council will continue celebrating the 100th anniversary of Scouting with a council-wide camporee on **October 8-10, 2010**.

Scout Anniversary Week

Special emphasis during the week of **February 6 – 12, 2011**, will be given to the promotion of public awareness of Scouting. Through council promotion, units will participate in window displays, theme contest competitions, and other events. National Scout Sunday is **February 6, 2011**.

National Summertime Pack Award

The council will promote earning the National Summertime Pack Award to enhance Cub Scout pack programming and encourage member participation throughout the year. Information will be distributed through council communications and website. The council will provide a unit certificate and ribbon; other unit and individual recognitions are available in the Scout Shop. List of units receiving the award will be recognized in council communications and website.

Good Turn for America

The council will support National Good Turn for America Program by promoting the program through newsletters, website, and informational distribution at roundtable. Program support materials will be made available and recognition items will be available in the Anthony Wayne Area Council Scout Shop. Each district will appoint a member of the District Activities and Civic Service Committee to serve as coordinator for the Good Turn effort. Key components of the program will include, but not be limited to the following:

- Scouting for Food
- Habitat and environmental programs

Council Level Events

These events are designed to provide optional programs for Scouts and to stimulate youth recruiting.

Cub Day at the Zoo – September 25, 2010

Council Camporee – October 8-10, 2010

Komets Games – January and February 2011

Fort Wayne Mad Ants – February 2011

Lincoln Pilgrimage – February 12, 2011

Varsity Scout Basketball Tournament – March 26, 2011

Spring Cub Program Event – April-May 2011

Tin Caps Overnighter – May and August 2011

Makahiki – August 5-7, 2011

Varsity Scout rendezvous – September 24-25, 2011

DISTRICT CUB SCOUT ACTIVITIES

A district should conduct two or more quality Cub Scout activities in a program year. A conscious effort will be made to promote all Cub Scout events in a timely and efficient manner.

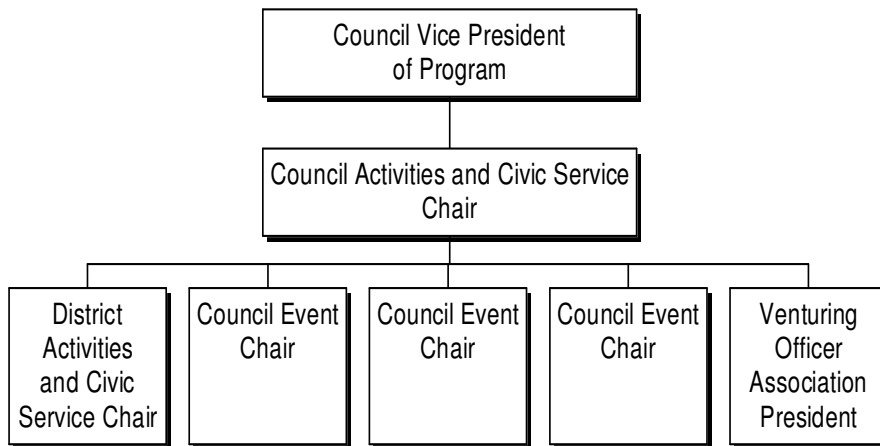
DISTRICT BOY SCOUT OUTDOORS ACTIVITIES

Activities should be designed to provide camping and outdoor fun for young men and should stress the patrol method. These activities are a highlight adventure of the yearly camping program for Boy Scouts troops and are a perfect showplace to demonstrate "Scouting in Action." Programmed activities implemented by the district should complement, not substitute, troop programming and must not conflict with similar, major council activities. A district should conduct three quality outdoor activities each program year. District activities should be unique, well-planned, high quality activities that youth find to be fun and exciting. Whenever possible, these activities should include Webelos.

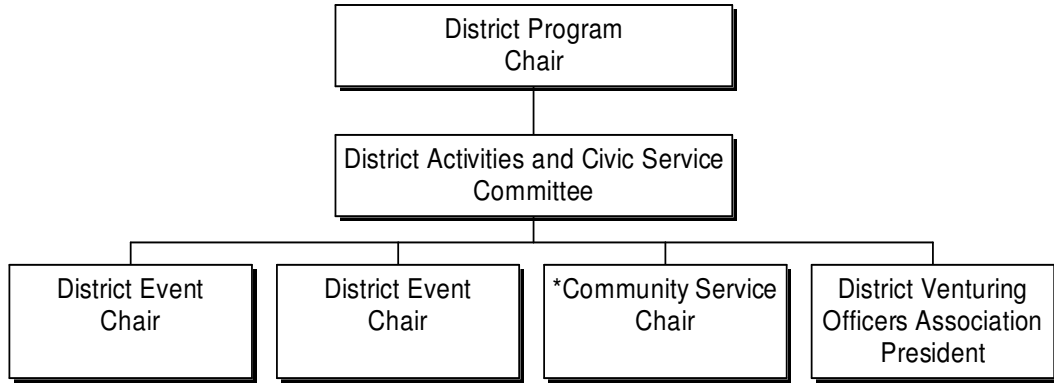
DISTRICT VENTURING ACTIVITIES

Each District will be responsible for evaluating the need and implementing District Venturing activities. These activities can coincide with Cub Scout and Boy Scout activities or be held separately. Venturing activities should be planned in conjunction with youth leaders from crews within the District.

COUNCIL ACTIVITY AND CIVIC SERVICE COMMITTEE



DISTRICT ACTIVITY AND CIVIC SERVICE COMMITTEE



ADVANCEMENT AND RECOGNITION

2010-2011

MISSION

It is the mission of the Advancement and Recognition Committee to ensure that each unit extends to its youth the opportunity to make full use of the Boy Scouts of America advancement program that will develop personal skills and positive values. The advancement program is one of Scouting's prescribed methods to achieve Scouting's aims of character development, citizenship training, and personal fitness. It is also charged with the timely recognition of adult volunteers.

OBJECTIVES

1. The district advancement and recognition committees are encouraged to increase in advancement across all Scouting Programs on a year-round basis.
2. Promote advancement at all roundtables, with special emphasis in November and February.
3. Assist districts in the registration and coaching of merit badge counselors.
4. Use all council communications and the resource center to keep volunteers and youth knowledgeable of Scouting's advancement and recognition programs.
5. Promote the National Eagle Scout Association for new and existing Eagle Scouts.
6. Special emphasis will be made for the promotion of Venturing awards. (Bronze, Gold, Silver, Ranger, etc.)

COUNCIL ADVANCEMENT AND RECOGNITION COMMITTEE

The council advancement and recognition committee consists of a council advancement and recognition chair, who is appointed by the Council Vice President of program to serve one year.

District advancement and recognition chairs are members of the council advancement committee. The council advancement and recognition chair may appoint members-at-large of the committee. All positions are for a one-year term and should not exceed two consecutive terms. The council advancement and recognition committee will meet at the council coordinated program committee meetings for the purpose of promoting, communicating, and delivering council programs.

The staff advisor to the Council Advancement and Recognition Committee is the Council Program Director of the Anthony Wayne Area Council or their designee.

COUNCIL ADVANCEMENT COMMITTEE RESPONSIBILITIES

1. To conduct council recognition event. The council advancement and recognition chair appoints council event chair.
2. Annually review and maintain standards for advancement and courts of honor as outlined in the *Advancement Policies and Procedures Committee Guide*.
3. Ensure the “12 Steps from Life to Eagle” as outlined in the *Advancement Policies and Procedures Committee Guide* is followed to ensure a successful experience for the Scout and his family.
4. Review Lifesaving and Meritorious Action Awards, recommend individuals for national awards, review candidates for council awards and recognition.
5. Council Advancement and Recognition Chair annually appoints the council Silver Beaver selection committee.
6. Council Advancement and Recognition Chair should develop a working knowledge of advancement standards for Scouts with disabilities.

EAGLE BOARD OF REVIEW PERSONNEL TRAINING

A council-wide training opportunity for all district Eagle board of review representatives will be held annually to inform and educate representatives of the current Eagle Scout review procedures. This meeting will be designed to enhance the understanding of the Life to Eagle process and to build consistency in the Eagle boards of review across the council. The chair of an Eagle board of review must attend this training at least once every 5 years to be qualified to conduct an Eagle board of review. This training will be offered each year at the University of Scouting on **October 23, 2010**.

COUNCIL AWARDS PRESENTATION

This event on **March 19, 2011**, recognizes volunteers and Silver Beaver recipients for accomplishments and council achievements the past year. In addition, the event should promote community partnerships and the Scouting movement throughout the council. This event should also recognize Venturing Silver Award recipients.

COUNCIL EAGLE SCOUT RECOGNITION EVENT

This event held on **February 10th, 2011**, recognizes the recipients of Scouting's highest honor from the previous year.

DISTRICT ADVANCEMENT AND RECOGNITION COMMITTEE

The District Advancement and Recognition Committee should consist of the district advancement and recognition chair, district Cub Scout and Boy Scout advancement representative, merit badge coordinator, Eagle Scout Board chair, recognition event chair, and members-at-large. The district advancement and recognition chair is appointed for one year by the district program chair and should not exceed two consecutive terms as a guideline.

DISTRICT ADVANCEMENT AND RECOGNITION COMMITTEE RESPONSIBILITIES

1. Promote and help units establish advancement programs. This is done through a variety of means including, but not limited to:
 - a) Utilizing the commissioner staff to explain the advancement program to unit leaders.
 - b) Visiting unit leaders annually to review the unit's advancement plan, calling or following up with units with poor advancement record.
2. Promoting prompt recognition of badges or rank to youth.
3. Conduct (2) roundtable sessions per year on the advancement program.
4. Conduct an annual district recognition event. The district advancement and recognition chair appoints district recognition event chair.
5. The district advancement and recognition chair annually appoints the district awards selection committee.
6. Assure that all merit badge counselors are approved by the district advancement and recognition chair and properly registered with the Boy Scouts of America, including completion of a merit badge counselor information sheet. All merit badge counselors must be registered annually with the district recharter.

MERIT BADGE COUNSELOR COACHING

During the two months prior to District rechartering, the council will send a letter with two purposes:

- 1) To provide a copy of *A Guide for Merit Badge Counseling* for their review; and
- 2) To encourage completion of their annual registration form.

Training of Merit Badge Counselors may be accomplished through personal coaching or a formal merit badge counselor training. *Merit Badge Counseling* and *Merit Badge Counselor Orientation*, both National advancement documents should be used in conducting such training. This training will be offered each year at the University of Scouting on **October 23, 2010**.

AWARDS AND RECOGNITION

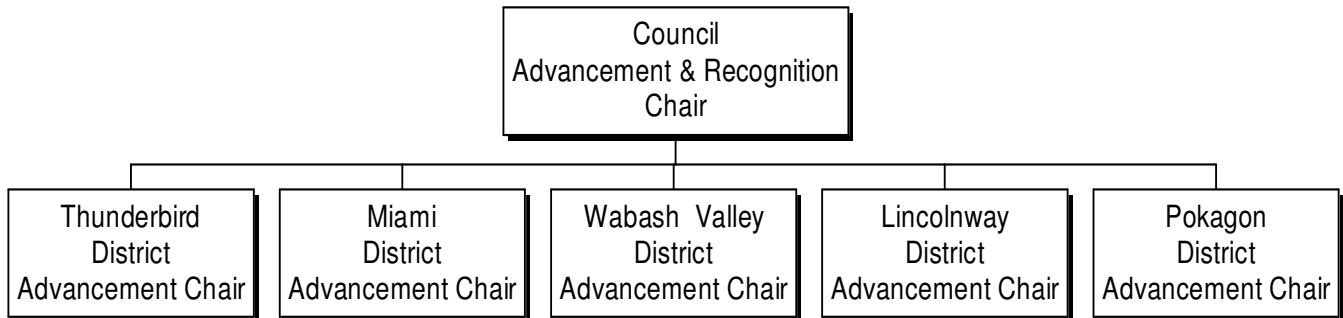
All volunteers should be informed and encouraged to recommend Scouters for the Silver Beaver, District Award of Merit, and other national, council and district awards. Nomination forms for both the Silver Beaver and District Award of Merit are available from the Anthony Wayne Area Council Service Center.

The religious emblems are not Scouting awards. Religious emblems are recognized by the Boy Scouts of America and are encouraged through the advancement program. A Scout's or Scouter's religious leader counsels them on the religious emblems. Each faith has its own requirements for earning its emblem. Contact the Scout Shop or your local religious organization for information on earning these emblems.

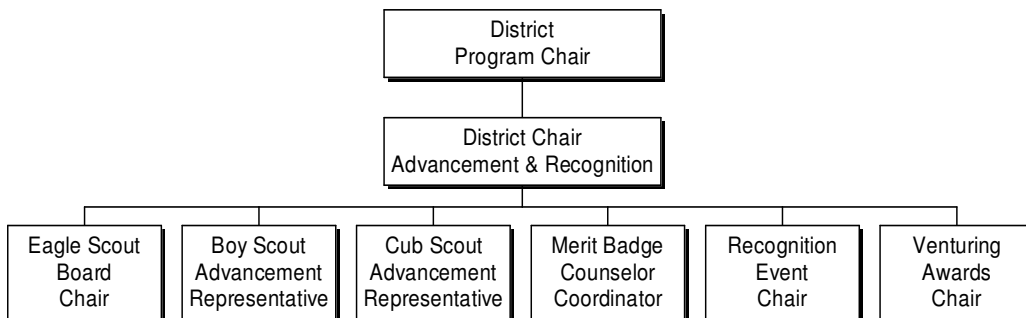
ADVANCEMENT CALENDAR

August Roundtable	Distribute merit badge counselor list to each troop
February and November Roundtables	Review and encourage Cub Scout, and Boy Scout advancement
Other dates as selected by district	District recognition dinner
University of Scouting October 23, 2010	Merit Badge Counselor training Eagle Board of Review Training
March 19, 2011	Council Awards Presentation

COUNCIL ADVANCEMENT AND RECOGNITION COMMITTEE



DISTRICT ADVANCEMENT AND RECOGNITION COMMITTEE



CAMPING AND OUTDOOR PROGRAM

2010 – 2011

MISSION

The outdoor program of the Anthony Wayne Area Council is designed to make year round quality camping experiences available to units. One of the methods used to achieve the aims of Scouting is the outdoor program.

OBJECTIVES

1. Foster an appreciation for, and conservation of, our natural resources.
2. Assist leaders of Cub Scout packs, Boy Scout troops, Varsity teams and Venturing crews by making quality outdoor programs available
3. Provide resources (i.e. facilities and staff) essential to support successful unit outdoor programs on council properties.
4. Provide and implement plans for adequate outdoor program promotion including: Boy Scout Summer Camp, Cub Scouts Day Camp, Cub Scout Resident Camp and Order of the Arrow events.
5. Provide appropriate recognition for those individuals and/or Scouting units who actively participate in outdoor and camping programs. This may include Centennial Quality Unit Award, National Camping Award and National Summertime Pack Award.
6. Ensure that adequate quality outdoor program is available to serve all registered youth, including those with disabilities.
7. Continue to strive to meet the national average of Boy Scouts in a long-term summer camp.

Council or district activities will be designed so as not to interfere with or replace unit program.

COUNCIL CAMPING AND OUTDOOR PROGRAM COMMITTEE

The council camping and outdoor program committee consists of a council camping and program chair, which is appointed by the council vice president of program to serve one year. Additional members of the council camping and outdoor program committee are: the Order of the Arrow lodge advisor and chief, Cub Scout day camp chair, High Adventure chair, C.O.P.E. (challenging outdoor personal experience) director, youth leader council president, and the district camping committee chairs. The council camping chair may appoint additional members-at-large. All positions are for a one-year term and should not exceed two consecutive terms used as a guideline. The camping committee will meet at the council program meetings for promoting, communicating, and delivering council camping and outdoor program. All camperships are reviewed and approved by the camping and outdoor program committee.

DISTRICT CAMPING AND OUTDOOR PROGRAM COMMITTEE

The district camping and outdoor program committee consists of the chair, appointed for one year by the district program chair. District camping committee are: the Order of the Arrow chapter advisor and chief, Cub Scout camping chair, Cub Scout day camp directors, Boy Scout camping chair, and district members-at-large as appointed by the district camping and outdoor program chair. The committee is responsible for the promotion of all summer camps. The district camping and outdoor program chair serves on the council camping committee.

Weekend Camping Opportunities-September through May

The Council owns, operates, and maintains the Anthony Wayne Scout Reservation, which offers facilities to support weekend camping and day use by Cub Scout packs, Boy Scout troops, Varsity teams and Venturing crews. The Council will update and distribute a year-round guide to its facilities by **June 1st** each year. **RESERVATIONS FOR ALL COUNCIL FACILITIES USAGE MUST BE MADE THROUGH THE SCOUT SERVICE CENTER.**

Family Camping

The council will conduct two family camping weekends at Camp Chief Little Turtle. **September 3– 6, 2010, and May 27 –30, 2011.**

Campmasters

A campmaster is a volunteer Scouter who works with unit leaders for a weekend outing including check-in, check-out, safety, and security. Applications to serve on the campmaster corps are available from the Scout Service Center.

Daycamps

Day camps are a council event administered by the districts and are offered to enhance the Cub Scout program, promote earning the National Summertime Pack Award and provide unit supplemental program. The council will provide promotional materials and support for day camp.

Districts will offer Day Camps that will take place during June and July each summer. Each camp will be a minimum of 2 days with at least 12 hours of program per camp. District Day Camp dates are to be set with the district calendar annually.

Cub Scout Resident Camp

Cub Scout Resident Camp is the next step in providing a full camping program for Wolf and Bear members. Cub Scout Resident Camp provides a three-day, two night camping experience focusing on Wolf and Bear achievements.

Webelos Adventure Camp

Webelos Adventure Camp is an outdoor-based program focused on age appropriate activities and skills for Webelos I and II. This four day, three night camping experience will help Webelos to focus on advancement and prepare them for a full Boy Scout summer camp experience.

Family Camping

Cub Scout Packs are encouraged to plan family camping trips. Packs wishing to conduct these outings must have a Basic Adult Leader Outdoor Orientation (BALOO) trained adult person on the trip and submit the Tour Permit to the council service center. (See *Training* chapter).

Boy Scout Summer Camp – June through August

The summer camp program is designed to foster a Scout's personal growth by allowing him to develop skills as they pertain to character development, self-reliance, and physical fitness. This weeklong camping experience should highlight a troop's yearly program plan and strengthen the unit by increasing its esprit-de-corps. The summer camp program is a method, which enhances ecological understanding and stresses the need for conservation of our natural resources.

High Adventure Opportunities

A council high adventure sub-committee will promote and organize council high adventure opportunities for Boy Scouts and Venturers. Council high adventure committee will be a sub-committee of the council camping and outdoor program committee.

The Council Philmont Contingent leaves on **July 1, 2011**, for Philmont Scout Ranch in Cimarron, New Mexico. They return on **July 13, 2011**.

The council will strive to offer a Sea Base and/or Northern Tier contingent based upon interest and availability.

OUTDOOR OPPORTUNITIES REFERENCE MATERIALS

The Council keeps on file all approved information it receives in the Resource Room for easy access. Contact the service center staff to check out this resource information for your pack, troop, team, ship or crew at www.awac.org.

C.O.P.E., CLIMBING AND RAPPELLING TOWER

The Council has two of the finest facilities to experience the high adventure of Scouting. The C.O.P.E. Course and the Climbing/Rappelling Tower provide opportunities for Boy Scouts and Venturers to challenge themselves or their groups.

C.O.P.E. builds teamwork, self-esteem, leadership, and agility through games and activities for a troop or crew. The climbing/rappelling tower provides different faces including rock climb, chimney, free rappel, and normal rappel for Scouts, Venturers and adults to try their skills. Units may rent the climbing/rappelling tower or C.O.P.E. course through the council office, utilizing the councils' certified staff.

Units must have an adult (21 years or older) and have a council certified lead instructor to run the climbing/rappelling tower. The council will offer a C.O.P.E instructor training course and climbing and rappelling instructor training course upon request by groups with 8 or more participants. Arrangements should be made through the Council Program Director or Climbing Chair.

ORDER OF THE ARROW

PURPOSE OF THE ORDER

To recognize those campers – Scouts and Scouters – who best exemplify the Scout Oath and Law in their daily lives and by such recognition cause other campers to conduct themselves in such manner as to warrant recognition.

To develop and maintain camping traditions and spirit.

To promote Scout camping, which reaches its greatest effectiveness as a part of the unit's camping program, both year-round and in the summer camp, as directed by the camping committee of the council.

To crystallize the Scout habit of helpfulness into a life purpose of leadership in cheerful service to others.

MISSION OF THE LODGE

The mission of the lodge is to achieve the purpose of the Order of the Arrow as an integral part of the Boy Scouts of America in the Council through positive youth leadership under the guidance of selected capable adults.”

The Scout Executive, who is the *Supreme Chief of the Fire*, determines final decisions for the lodge. Consistent with the philosophy of the Order of the Arrow, the lodge and chapters are to provide programs consistent with the direction of the *Supreme Chief of the Fire* and the council and district's camping programs. The lodge and chapters shall operate in accordance with The Kiskakon Lodge bylaws.

The Order of the Arrow Lodge officers and advisors are responsible for the success of the fall fellowship, winter banquet, and any other event or activity sponsored or hosted by the Kiskakon Lodge. They function as the leadership team in providing positive direction for all Order of the Arrow members.

Lodge and chapter officers consist of and are elected as outlined in the Kiskakon Lodge bylaws. Lodge and chapter committees, likewise, consist of and are selected as detailed in the Kiskakon Lodge bylaws.

The lodge executive board meets 11 times during the year and gives leadership to the Order of the Arrow. This board and subcommittees consists of Order of the Arrow members as called for in the Kiskakon Lodge bylaws.

The Order of Arrow lodge advisor is an approved appointment for a one-year term based upon the recommendation by the council camping and outdoor program chair to the *Supreme Chief of the Fire* and the lodge staff advisor. The Order of the Arrow chapter advisors are appointed for a one-year term based on the recommendations by the district's camping and outdoor program chair to the *Supreme Chief of the Fire* and lodge advisor.

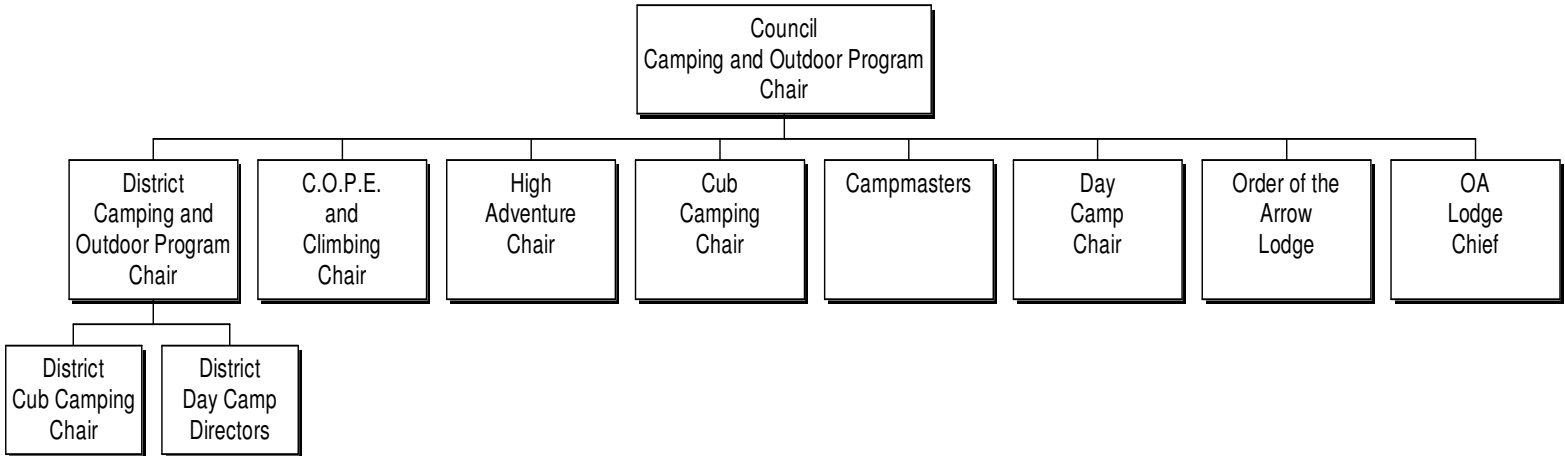
2010-2011 ORDER OF THE ARROW CALENDAR

September 22, 2010	OA Executive Board Meeting
September 24-26, 2010	OA Fall Fellowship
October 23, 2010	OA Training at University of Scouting
October 27, 2010	OA Executive Board Meeting
November 17, 2010	OA Executive Board Meeting
December 4, 2010	OA Lodge Planning Day
December 15, 2010	OA Executive Board Meeting
January 8, 2011	OA Winter Banquet
January 26, 2011	OA Executive Board Meeting
February 23, 2011	OA Executive Board Meeting
March 23, 2011	OA Executive Board Meeting
April 27, 2011	OA Executive Board Meeting
May 20-22, 2011	OA Section Conclave
May 25, 2011	OA Executive Board Meeting
June 3-5, 2011	OA Ordeal Weekend
June 22, 2011	OA Executive Board Meeting
August 12-14, 2011	OA Ordeal Weekend
August 24, 2011	OA Executive Board Meeting

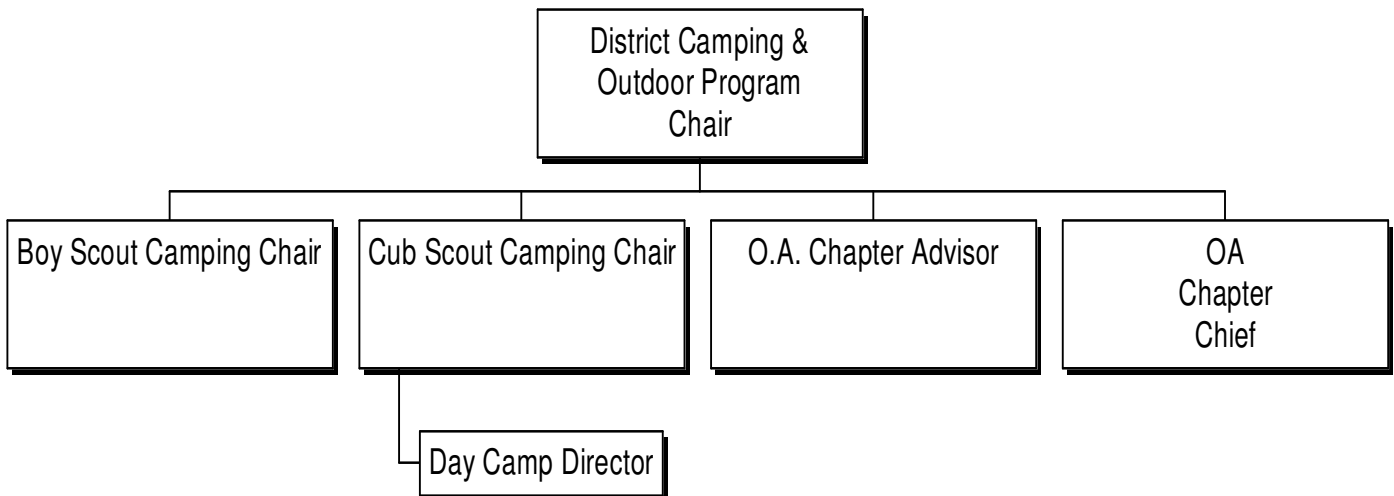
SUMMER CAMP CALENDAR 2011

February 26, 2011	Boy Scout pre-camp lunch
March 11, 2011	First Boy Scout summer camp payment due
April 15, 2011	Second Boy Scout summer camp payment due
April 22, 2011	First Cub Scout camp payment due
May 7, 2011	Cub Scout pre-camp leaders meeting
May 13, 2011	Final Boy Scout summer camp payment due
May 20, 2011	Second Cub Scout camp payment due
June 4, 2011	Camp work day
June 5-10, 2011	Camp Staff Training Week, Camp Chief Little Turtle
June 12-18, 2011	Boy Scout Summer Camp Week #1
June 19-25, 2011	Boy Scout Summer Camp Week #2
June 24, 2011	Final Cub Scout camp payment due
June 26–July 2, 2011	Boy Scout Summer Camp Week #3
July 3-9, 2011	Boy Scout Summer Camp Week #4
July 10-16, 2011	Boy Scout Summer Camp Week #5
July 16-19, 2011	Cub Scout Camp Staff Training
July 20-23, 2011	Webelos Adventure Camp Session #1
July 24-27, 2011	Webelos Adventure Camp Session #2
July 29 –31. 2011	Cub Scout Resident Camp Session #1
August 6, 2011	Camp work day

COUNCIL CAMPING COMMITTEE



DISTRICT CAMPING COMMITTEE



**TRAINING
2010-2011**

MISSION

To assure that all youth and adult leaders have the opportunity to participate in quality training sessions and increase the percent of youth meeting under the guidance of trained leadership.

OBJECTIVES

1. Provide Scouting leaders at all levels, with special emphasis on direct contact leaders (Cubmasters, den leaders, Webelos leaders and all assistants, scoutmasters and assistants, varsity coach and assistants, crew advisor and associates), the resources and training necessary for them to carry out a quality program for all youth members.
2. Provide quality training experiences in which each district training committee will develop a system to identify, prioritize, and recruit qualified trainers and course directors.
3. Offer courses in Cub Scout Leader Training, Boy Scout Leader Training, Venturing Leader Training, and Varsity Leader Training. These courses shall follow the national syllabus, be of the highest quality, and be scheduled so units have the opportunity to meet the training standards for the Centennial Quality Unit Award.
4. Coordinate the promotion of district training courses through the Training Outline Handbook and other council publications.
5. Provide training materials, recognition, and other resources necessary to conduct quality training programs.
6. Conduct basic, supplemental and advanced training opportunities for adult and youth leaders, i.e. This is Scouting, University of Scouting, National Youth Leadership Training (N.Y.L.T.), Wood Badge, Basic Adult Leader Outdoor Orientation (BALOO), Outdoor Webelos Leader (OWL), Outdoor Leadership Skills Training (OLST), Venturing Leadership Skills Conference (VLSC), etc.

COUNCIL STRUCTURE

The training chair for each district is a member of the council training committee. The council training chair may appoint members-at-large. The council vice president of program appoints the council training chair. All positions are for a one-year term, not to exceed two consecutive terms as a guideline. All training event flyers must be approved by the council program director before distribution and will have a registration deadline one week prior to the event. Any cancellations will be made one week prior and notification will be made.

UNIVERSITY OF SCOUTING

This daylong training event will be for all Scout leaders in the council. University of Scouting is scheduled for **October 23, 2010**.

THE TRAINER'S E.D.G.E.

This training enables the council to update trainers and present new materials and information to assure quality training. The Trainer's E.D.G.E. will be held semi-annually. The Trainer's E.D.G.E. will be open to both current and future training members as well as Youth Protection trainers. All Scouters serving on a district or council training event will be required to attend a Trainer's E.D.G.E. every three years. The Trainer's E.D.G.E. will be held on: **September 11, 2010 and February 19, 2011**.

NATIONAL YOUTH LEADERSHIP TRAINING (N.Y.L.T.)

The Council will give leadership training to troop youth leaders. This week long program is designed to expand and develop leadership capabilities among youth scouting leaders. In order for a Scout and his troop to maximize the benefit of this training the troop's Scoutmaster should have completed Scoutmaster Basic Training. N.Y.L.T. will be offered at camp: **July 18 – 22, 2011**.

PHILMONT TRAINING CENTER

Adult Scouters, by invitation, are encouraged to attend various training seminars held at Philmont Scout Ranch. Date, time, and topic information is available through the council service center.

WOOD BADGE

The Council will offer a Wood Badge Course on **August 20-22, 2010 and September 17-19, 2010**. Wood Badge dinner - **April 2, 2011**.

OUTDOOR WEBELOS LEADER TRAINING (OWL) AND BASIC ADULT LEADER OUTDOOR ORIENTATION (BALOO)

The council will conduct Outdoor Webelos Leader Training (OWL) and Basic Adult Leader Outdoor Orientation (BALOO) sessions on **October 15 – 17, 2010, and April 15 - 17, 2011.**

The council training chair will appoint a coordinator and staff members will be recruited from each district.

OUTDOOR LEADERSHIP SKILLS TRAINING (O.L.S.T.)

The council will conduct O.L.S.T. sessions on **October 15 – 17, 2010, and April 15 – 17, 2011.**

The council training chair will appoint a coordinator and staff members will be recruited from each district. Council level training conducted on a rotating district schedule.

VARSITY TRAINING

This leader training will be conducted:

October 13, 2010 Varsity Leader Specific

October 15 – 16, 2010 Varsity O.L.S.T.

March 4 – 5, 2011 Varsity Youth Leader Training

April 12, 2011 Varsity Leader Specific

April 15-16, 2011 Varsity O.L.S.T.

POWDER HORN/KODIAK VENTURING TRAINING

The Council recognizes the value of these trainings and will strive to further develop our training staff to host these courses. The Council training committee will identify potential volunteer course directors and survey Venturers for interest in participating in a course.

DISTRICT RESPONSIBILITIES

1. Help maximize training attendance by developing a plan that includes working with unit leaders, unit commissioners, newsletter articles, website, roundtable announcements, and flyers. Dates and locations will be reviewed to best serve the district's needs.
2. Venturing Basic Leader Training and Sea Scout Skipper training will be conducted by the districts as needed.
3. Each district is to conduct a minimum of two Cub Scout and Boy Scout basic leader training courses per year. These dates will be submitted to the council program director by **April 15th** of each year.

4. Districts may offer additional Basic Adult Leader Outdoor Orientation (BALOO) and Outdoor Webelos Leader (O.W.L) courses as needed.

YOUTH PROTECTION TRAINING

The Council believes in the safety and wellbeing of all of its members. Each unit is required to have at least one Youth Protection Trained leader at all scouting activities. Youth Protection Training is valid for three years. The council will offer Youth Protection Training for all adult leaders at University of Scouting and for Boy Scout leaders at summer camp. The districts may also offer the training. Commissioners trained in Youth Protection may offer this training to their units. The Youth Protection Training is also available on the council website, www.awac.org.

SUPPORT ITEMS

Fast Start videos/DVD are available to orient new registered leaders and charter partners on the responsibilities of their position. The videos/DVD's are available for checkout through the council service center. The Fast Start training is also available through the council website, www.awac.org.

All Basic Leader Training syllabi will be available at the rate of six per year, per district, upon request by the district training chair.

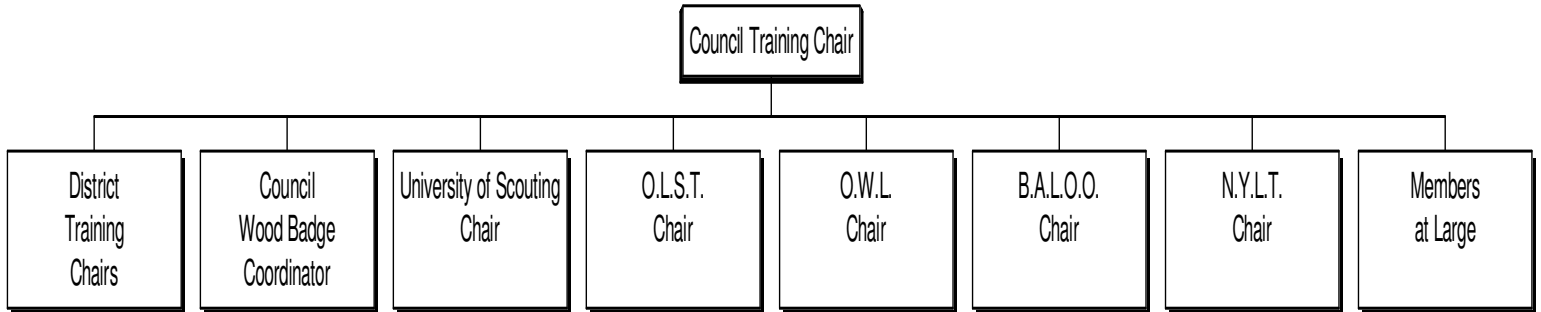
Basic Leader Training resource boxes are available for training sessions. These boxes may be reserved for check out through the Council Service Center.

Printed materials suggested in roundtable Planning Guides will be issued upon request by district roundtable commissioners.

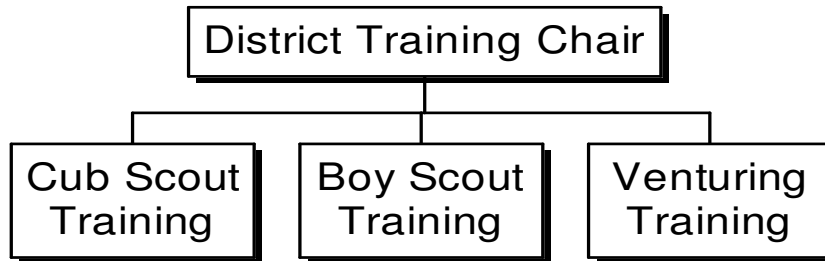
TRAINING RECOGNITION

Volunteers earning a Scouter's Key, Training Awards, Commissioner Arrowhead Award, etc. during the year will receive the knot (if applicable) and appropriate certificate. In addition, adults completing the required training courses for their current position will receive the Trained patch.

COUNCIL TRAINING COMMITTEE



DISTRICT TRAINING COMMITTEE



COUNCIL FINANCE

2010-2011

MISSION

The Council Finance Committee, under the direction of the Council Vice President of Finance, is responsible to secure adequate funding for balancing the Council operating budget. Providing leadership in the recruitment, training, and coaching of strong volunteer fundraising teams to efficiently and effectively raise money is their primary task.

OBJECTIVES

1. Achieve goal in the Friends of Scouting Campaign by **April 30, 2011**.
2. Annually achieve an increase in the number of pledges submitted in the Family Friends of Scouting campaign.
3. Achieve annual net revenue goal for the fall product sale.
4. Achieve budgeted net income from all special events and program activities.
5. Achieve \$200,000 annually in additional gifts in the Council Endowment Fund.

THE COUNCIL FINANCE COMMITTEE

The Vice President of Finance, appointed by the Council President, serves as Chair of the Council Finance Committee. Each District Finance Committee Chair is a member of the Council Finance Committee, along with the fundraising chairmen for Friends of Scouting, Product Sale, and each special event. Additional Council Finance Committee members may be recruited as needed to administer fundraising programs.

In addition to its fundraising responsibilities, the Council Finance Committee serves as a steering committee giving guidance to the development of the operating budget and the setting of goals, objectives, and methods as they relate to finance operations.

DISTRICT FINANCE COMMITTEES

Each district in the Council shall maintain a fully staffed and active District Finance Committee patterned after the Council Finance Committee with the exception of special fundraising events. Each District Finance Committee, under the direction of the District Finance Chair, is responsible to achieve goal for the district's portion of income in the operating budget, particularly in the Friends of Scouting campaign and the product sale. In addition, the District Finance Committee is charged with strict control of district event budgets.

FUNDRAISING PROGRAMS

Friends of Scouting

Friends of Scouting is the annual fundraising campaign of direct solicitation of cash contributions to the Council for use in its operating budget. An annual Friends of Scouting goal is approved through a planning process conducted by Council professional and volunteer staffs. The campaign begins in early November with Family Friends of Scouting presentations at Boy Scout Troop Courts of Honor, is highlighted in early December with a prestigious community kickoff event, and concludes on goal by April 30.

A Council Friends of Scouting Chair, appointed by the Council Vice President of Finance, implements the Friends of Scouting campaign plan. It is the responsibility of the Council Friends of Scouting Chair to ensure the recruitment and training of adequate manpower to accomplish goal and to manage the campaign through its completion.

Friends of Scouting includes two primary categories:

- Council – consisting of Board Division, Eagle Scout Division, Majors Division, and Medical Division.
- District – consisting of District Leader Division, Community Division (with geographic subdivisions), and Family Divisions (with geographic subdivisions).

Responsibilities for this structure rest with the Council Friends of Scouting Chairman and each District Finance Chairman. It may be altered as necessary to achieve greater efficiency in campaign management.

Council Division Responsibilities

Each subdivision of the Council Division shall have a chair, assigned by the Council Friends of Scouting Chair, who is responsible for the subdivision's goal attainment, manpower recruitment, and campaign management.

District Division Responsibilities

It is the responsibility of each District Finance Chair to assist the Council Friends of Scouting Chair in the recruitment, training, and coaching of a Community Friends of Scouting Chair and a Family Friends of Scouting Chair. The Community Friends of Scouting Chair and the Family Friends of Scouting Chair in each district will take personal “ownership” of their subdivision’s goal attainment, manpower recruitment, and campaign management.

Executive Staff Responsibilities

It is the responsibility of the executive staff to guide and audit Council Division and District Division campaigns. Executive staff will provide assistance with materials, agendas, recognition items, and leadership to ensure the success of the volunteers.

Friends of Scouting Methods

1. Leadership Recruitment

Chairs for all divisions and subdivisions shall be recruited by October 1st preceding the campaign cycle. The District Finance Chair is encouraged to use a finance steering committee to identify and assist in the recruitment of key leaders and to identify additional workers as necessary.

In an effort to identify and recruit leadership to serve as Friends of Scouting division and subdivision chairs, a finance leadership meeting will be held during the month of July. This meeting involves each District Executive and his or her supervisor to discuss the district leadership for the succeeding calendar year. Complete staff work is paramount and should be the best thinking of the District Finance Committee.

2. Campaign Calendar

The timing of the campaign is set to most effectively manage Council and district resources and assure maximum results for volunteers. The campaign will follow the following Friends of Scouting calendar:

2011 FRIENDS OF SCOUTING CAMPAIGN CALENDAR

July 12-16, 2010	Staff Planning Workshop
July 26-27, 2010	Staff Planning Conference
By July 30, 2010	Steering Committee Chairs Recruited
By August 20, 2010	Steering Committee Meeting #1
By September 3, 2010	Steering Committee Meeting #2

By September 17, 2010	Steering Committee Meeting #3
September 30, 2010	Family Presenter Training All Family Chairs Recruited Key Family Presenters Recruited (min. 3 per district)
By October 1, 2010	All Division Majors and Captains Recruited
By October 13, 2010	Prospecting and Evaluating Meetings Key Units Scheduled for Nov/Dec Presentations
October 26, 2010	Council Leadership Training Community Chairs, Leadership Event Table Hosts
November – December	Family Enrollment begins
November 16, 2010	Council Family Presenter Training
By December 13, 2010	Board Division Enrollment Complete District Leader Enrollment Complete “Top 50” Enrollment Complete 90% Family Presentations Scheduled
December 14-16, 2010	Council Leadership Breakfast
By December 22, 2010	District Family Presenter Training
December 31, 2010	BENCHMARK – 40% TO GOAL
January – February	Family Enrollment – Remaining Units
By January 21, 2011	District Leadership Events/Community Kickoffs (Lincolnway, Pokagon, Wabash Valley)
January 27, 2011	Council Report Meeting #1 BENCHMARK – 55% TO GOAL
February 24, 2011	Council Report Meeting #2 BENCHMARK – 85% TO GOAL
March 24, 2011	Council Report Meeting #3 BENCHMARK – 95% TO GOAL

April 21, 2011	Council Report Meeting #4 100% TO GOAL – VICTORY!
Week of May 8, 2011	Victory Celebration
July 11-15, 2011	Staff Planning Workshop
July 25-26, 2011	Staff Planning Conference
By July 29, 2011	Steering Committee Chairs Recruited
By August 19, 2011	Steering Committee Meeting #1

3. Prospecting and Evaluating

Review of existing donor files and new donor prospecting is a critical part of each Friends of Scouting division plan. Prospecting and Evaluating provides the opportunity to update current prospects (potentially increasing gift levels), correct donor files, identify potential new Friends of Scouting, and identify new manpower resources. Prospecting and Evaluating offers the opportunity to build a strong base of prospects and identify the best-qualified worker to achieve Council and district objectives. So as to protect the present donors of Friends of Scouting from being called upon more than once for their gift and to prevent any donors from being asked for less than their normal membership, each new prospect is to be cleared through the finance department before being called on. The finance department shall maintain a listing of all Friends of Scouting manpower and donor enrollment for confidential use in support of Council fundraising efforts.

4. Asking for the Gift

Asking for the gift is most successful when each prospect is properly researched and the appropriate gift is requested personally by the right worker.

5. Campaign Materials

Materials such as enrollment cards, brochures, worker's kits, job descriptions, visual aides, and recognition items are provided by the Council finance department. Campaign materials are updated as appropriate each year.

6. Council Leadership Event

Each year, by the end of the third week of December, the Council Finance Committee will conduct a Friends of Scouting Leadership Event for the following year's campaign. An event host and major sponsor(s) will be secured by a Friends of Scouting Leadership Event Chair appointed by the Council Friends of Scouting Chair.

The Leadership Event Chair and their leadership team (Council President, Council Vice President of Finance, Council Friends of Scouting Chairman, Scout Executive) shall recruit and train Table Hosts who are responsible to assist in prospecting and evaluating donors, commit to filling a table for the event, and solicit pledges from prospects during invitation and follow up contacts. Table Hosts are expected to select no more than four existing donors from an invitee list that includes all donors of at least \$250 from the previous campaign year. Table Hosts then submit names and contact information for at least three new prospects in order to expand the donor base and communicate the Scouting story to a broader community audience.

The Leadership Event program should include a well-known keynote speaker, quality entertainment, or some other kind of “drawing card” with a connection to Scouting. A Scout or Scouter with a recent compelling story should be included in the program. A breakfast event has been the mode over the first four years, though a luncheon or dinner may be considered as well.

While there is no charge for attending the event, formal invitations and personal contacts by Table Hosts need to clearly communicate that this is a fundraising event with an expected level of giving (2010 level: \$250). During the program, the Leadership Event Chairman will set an example with his lead gift and make a strong appeal for pledges from attendees.

While securing increased pledges is the main goal of the event, it is very important to increase attendance at the event. We cannot tell the Scouting story too often or to too many people, so filling tables and having people experience Scouting in a prestigious setting will bolster donor relations and also help in getting more people involved in our Movement.

7. District Kickoff Events

Lincolnway District, Pokagon District, and Wabash Valley District Friends of Scouting Chairmen will conduct Leadership Events in their districts patterned after the Council Leadership Event. Proper Table Host recruitment, prospecting and evaluating, event program, and follow up will be supported by the District Executive.

Miami District and Thunderbird District finance leadership is responsible to utilize the Council Leadership Event to impact their district’s Community Campaigns. District Executives will support their finance team in planning, implementing, and following up as required. Each district is responsible to recruit a minimum of three Table Hosts who will commit to filling their tables for the event.

8. Board and District Leader Campaigns

Setting a good example (in word and deed) for others to follow is part of the Council Board and District Leaders responsibilities. Participation in the Friends of Scouting campaign is no exception. Because we are boldly asking business leaders and member families to help support the financial costs of Scouting, it is critical to have 100% of board members and district leaders give during the current Friends of Scouting campaign.

It is suggested that Council board members give at the \$500 level and up, seeking to establish a \$1000 benchmark for all board members. District leaders are encouraged to give at least at the Century Level (\$100) and should strive to give at the Leadership Level (\$250) or above. Board and District Leader Campaigns must be completed prior to the Council Leadership Event.

9. Community Campaign

Community Campaigns for each district may require a customized method of fundraising appropriate to the area being served. It is strongly recommended that Scouting's proven IC5 method be the foundation of every campaign. With its emphasis on recruiting adequate manpower and each worker soliciting gifts from a maximum of five people, worker time is respected and campaign success is celebrated. The basic IC5 model may be adapted to achieve certain outcomes in varying settings throughout the Council.

In no case should a community mailing be relied upon as an effective way to raise money. Alone, it is not. Remember the adage: "Paper informs. People inspire." Effective fundraising must be done at the person-to-person level, preferably face-to-face. Solicitation letters should not be attempted without the manpower to complete personal follow-up to all prospects within 10 days of the mailing.

10. Family Campaign

Asking Scout parents, family members, and friends to help underwrite the critical costs of Scouting takes place during presentations at key unit events when the largest audiences are present. November and December Courts of Honor for Boy Scout Troops and February and March Blue and Gold Banquets for Cub Scout Packs are the ideal times for Family Friends of Scouting fundraising efforts.

Each district is charged with scheduling and conducting a presentation in every unit in their district. Scheduling must be completed by **December 31** and presentations should be concluded by March 31. Recruiting and training enough effective presenters for each to do no more than 5 unit presentations is required. Presenter training at the Council Service Center takes place on **September 23**, as well as in each district (per district scheduling) by **December 22**.

Unit Committee Chairs are asked to support the Family Friends of Scouting plan by: 1) scheduling their unit's presentation early and for a time when the most people will be present to hear the Scouting story, 2) communicate early with each family in the unit the time and importance of the presentation, 3) work directly with the presenter in preparing for and conducting the presentation, 4) lead by example when the opportunity to pledge is made, and 5) follow up with each family not present to ensure everyone returns a pledge card. Unit goals for attainment of unit incentives, as well as for experiencing the pride and satisfaction of a job well done, will be communicated prior to the presentation. All that is asked is that "do your best" be followed by everyone involved in the Family Friends of Scouting campaign.

To assist each district in increasing Family Friends of Scouting participation in each unit, the Council will provide the following incentive:

FOS Rewards

Criteria: 75% of a unit's families participate in Friends of Scouting by making a pledge by **March 31, 2011**, with an increase in a unit's Friends of Scouting giving over the previous year.

Recognition: Free rank badges in the Scout Shop from **May 1, 2011 until April 30, 2012**

Incentives for individual donors will be determined on an annual basis.

11. Thank You Letters

A thank you letter from the Scout Executive will be sent to all Friends of Scouting donors at the Century Level (\$100) and above. The Finance Director will draft a sample letter that individual districts may use to have a community chair/worker sign for a local/personal touch.

In October of 2010 a "Thank You" publication will be sent to all donors. The purpose is to inform the donors how their gifts are being put to use and to ask for their consideration for 2011.

PRODUCT SALES

The Council is contracted with Trails-End Popcorn as our exclusive partner for product sales. The annual popcorn sale is designed as a Council-wide fundraising event for all units. Districts are responsible to assist the Council in promotion, implementation, and product delivery. This is coordinated within each district by a popcorn sale leadership team consisting of the District Sales Kernel, the District Distribution Kernel, and the District Executive. The District Finance Chair, with the support of the District Executive, is responsible for recruiting the sales and distribution kernels by **March 31st**.

Special effort will be made in 2010 to increase the number of units selling popcorn and to identify and bolster under-performing units. Commissions from the popcorn sale allow units to expand and improve their programs and they play a huge role in helping the Council offset the unseen costs of Scouting in its operating budget. Achieving increases in the number of units selling and in the retail sales of every unit will have a positive effect on all levels of Scouting programming. This must be accomplished.

An orientation meeting will be held for the district popcorn leadership teams in July each year to outline all sales and distribution procedures. Sales and Distribution Kernels, together with the Council Popcorn Kernel, make up the Council Popcorn Committee that is responsible for the overall success of this fundraising program.

The Council will host a Unit Popcorn Kernel orientation in August each year. Sales and distribution procedures will be communicated via print, instruction, demonstration, A/V presentation, and other methods in order to both inform and inspire Unit Popcorn Kernels to achieve unit and Council goals.

Additional training for Scouts and their Parents and/or unit leaders will be developed annually. Appropriate incentives to support these trainings and to drive sales will be part of the overall sales plan.

Year-round sales through trails-end.com and building year-round awareness and commitment to the fall popcorn sale needs to be continually emphasized at District Roundtables and district events, as well as during key Council events and activities.

2010 POPCORN SALE CALENDAR

DATE	EVENT
July 22	District Leadership Team Orientation
August 24	Unit Kernel Orientation
September 3	Unit Presale Orders Due
September 17	Unit Presale Order Pickup
September 18	Start By Date / Stage I Promotion
September 20-25	Stage II Promotion
Sept 27 – Oct 2	Stage III Promotion
October 4-9	Stage IV Promotion
October 11-16	Stage V Promotion
October 21	Unit Final Orders Due
November 5	Unit Final Order Pickup
November 6-20	Veterans Day Sale
November 23	Final Payment Due

PROJECT SALES/GIFTS-IN-KIND

Project Sales/Gifts-in-kind are offered to provide an opportunity to individual organizations, service clubs, etc. to support a specific project or item that *is already budgeted* in the council's operating budget. Cash donations to the operating budget are always the priority funding avenue. Project Sales/Gifts-in-kind should only be considered as an alternative when cash contributions are not able to be secured from a prospective donor. The Council Finance Committee shall maintain a list of project sale options and is responsible for approving all project sale requests.

UNIT FUNDRAISING

It is important that the unit committee understands its responsibility for guiding the finances of the unit. It promotes the proper use of the unit budget plan, both as a sound method of securing unit funds and also as a means of training boys in thrift, in paying their own way, and in the planning and wise administration of unit funds.

The unit committee also guides the unit in earning money for such Scouting needs as camping trips and unit equipment. Unit committees need to be informed of policies concerning unit money earning projects. These policies protect both the character development values of the program and the good name of Scouting.

The Boy Scouts of America has established policies to protect both the unit and the good reputation of Scouting. The local council follows national guidelines and implements the policy of the Boy Scouts of America.

1. No direct solicitation for funds by units is permitted.
2. The unit committee is the custodian of all unit funds.
3. All units submit the *Unit Money-Earning Application*, No. 34427B, to the local council for approval at least one month prior to the fund-raising activity. Such approval is contingent on prior approval of the unit committee and chartered organization.
4. General guidelines for unit money-earning projects include the following:
 - No gambling, raffles, or conflict with local ordinances.
 - "Value received for money spent."
 - Respect territorial rights of other units.
 - No conflict with goods or services offered by established merchants or workmen.
 - Date scheduled not to conflict with established dates of fund-raising in the chartered organization, council, or community.
 - The name and goodwill of the Boy Scouts of America must be protected and not used as a "front" for commercial interests.
 - No contract signed by a unit may bind the Boy Scouts of America, either local or national.

Unit money-earning projects can be planned to serve a dual purpose of conservation and money earning. Collection of aluminum, glass, paper, and scrap metal can be profitable when near a recycling facility. Units should be sure of a market before any collection. A collection must be well planned with adequate adult supervision and safety precautions.

Unit fund-raising projects usually fall into one of four groups, as follows:

1. Service projects—car wash; forestry projects; collection of paper, aluminum, scrap iron, plastic
2. Activity involving parents—bake sale, pancake breakfast, spaghetti dinner
3. Sale of tickets for council show or other events
4. Sale of commercial product—candy, Christmas trees, first-aid kits, popcorn, light bulbs.

Before embarking on a money-earning project, the need for money should be evaluated against the probable net income from the effort.

SPECIAL EVENTS

The Council Finance Committee is responsible for recommending new sources of funding to supplement Friends of Scouting. Special Events can provide important additional dollars for the Council's operating budget.

In 2010-2011, the Council will conduct two such events: the trap and skeet fundraiser on **September 18, 2010**, and the annual golf tournament around **June 8, 2011**. The Council and/or districts may conduct additional events to provide funds to the council operating budget with the approval from the Council Finance Committee.

UNITED WAY (FUND)

The United Way (Fund) is a valued supporter of the Scouting program. Therefore, through the professional staff and volunteer leadership we will continue to support the United Way (Fund) and maintain relationships and communications with each of the supporting United Ways throughout our 11 county area. District Executives are the face of Scouting in every community in our service area and, as such, are responsible to attend local United Way (Fund) meetings as well as develop professional relationships with United Way (Fund) leadership as they would with any major donor.

ENDOWMENT-SCOUTING HERITAGE SOCIETY

The Scouting Heritage Society assures the long-term success of the Anthony Wayne Area Council through endowment fund development. Gifts may yield immediate value such as cash, real estate, stocks, or paid up life insurance policies.

Other members have chosen a gift for the future by including our Council’s Endowment Fund in their will, making the Council an owner and/or beneficiary in a life insurance policy, establishing a charitable trust for the benefit of the Council, or participating in a pooled income fund. These methods of planned giving are consistent with the long-term growth and development needs of the Council. The Scouting Heritage Society is a vehicle to encourage potential givers to participate in Scouting’s future today and tomorrow. Volunteers and executive staff are encouraged to promote membership in the Scouting Heritage Society and make referrals to the Scout Executive.

The Council’s Strategic Plan calls for a \$1,000,000 increase to the Endowment Fund by 2014. Hence, the Council Finance Committee is responsible for increasing the fund by at least \$200,000 in each of the next four years.

The Council’s Endowment Fund is actively managed by the Council’s Financial Management Committee, which meets monthly on the third Friday of the month. The committee consists of individuals with an interest in Scouting who also possess investing and financial management backgrounds. All committee members are members of the Board of the Anthony Wayne Area Council. The Council President selects the chair for the committee. The chair, with support of the committee, can replace committee members as needed.

COUNCIL FINANCE COMMITTEE

