

FORT HAMILTON DISTRICT LEADERSHIP HANDBOOK

The following provides an overview of the functions and responsibilities of the District Committee and other district leadership and how these interact with the Dan Beard Council (DBC) and assigned professional staff. The district is responsible for deploying the scouting program based on national standards as outlined by council. It is managed by a group of volunteers that is called the "District Committee". The purpose of this handbook is to provide an understanding of how the district committee and the district operates so we can better assist the chartering organizations achieve success and growth of their respective units.

You may click on the menu options here to jump directly to the appropriate section of the handbook:

- ❑ [What is a District – What is Our District?](#)
- ❑ [Calendar of Events](#)
- ❑ [Goals](#)
- ❑ [Committee Organization](#)
- ❑ [District Leadership](#)
 - [Program](#)
 - [Activities & Civic Service](#)
 - [Advancement](#)
 - [Camping/Outdoor](#)
 - [Training](#)
 - [Finance](#)
 - [Membership](#)
 - [Venturing](#)
 - [Unit Service \(Commissioners\)](#)
 - [Member-at-Large](#)
- ❑ [Planning, Leading, and Funding District Events](#)
- ❑ [Health, Fire, & Safety at District Events](#)
- ❑ [Our District Operation](#)
- ❑ [Relationship with Professional Staff and District/Council Management](#)
- ❑ [Attachment 1. Dan Beard Council Budgeting Spreadsheet](#)
- ❑ [Attachment 2. District or Council Activity Procedures](#)
- ❑ [Attachment 3. District Event Planning – Financial Procedures and Requirements](#)
- ❑ [Attachment 4. BSA Finance and District Budgeting – A View from a Volunteer](#)

WHAT IS A DISTRICT; WHAT IS OUR DISTRICT

A district is the main geographical area of the BSA local council, set to ensure the growth and success of Scouting units within its territory. Council sets policy and program objectives based on national policies; the district helps carry out those policies and programs that are appropriate for the district. Each district includes Cub Scout, Boy Scout, and Venture units; some districts have Learning for Life units that deal with youth from grades 1 to 12 and teach basic life skills. All DBC Explorer units (that focus on career opportunities with youth 14 to 21 years old) belong to the Exploring Division that geographically covers the full Council.

We are part of the Dan Beard Council that includes 5 counties in southwest Ohio and 7 counties in northern Kentucky covering the Greater Cincinnati area; DBC is divided into 14 districts *. To facilitate operation and control, the districts are assigned to one of 3 service areas.

* **We are the Fort Hamilton District**, covering the southern half of Butler County. Our boundaries are the Indiana state line (west), Hamilton County line (south), Warren County line (east), and a zigzag line that is about even with Beissinger Road and going north of New Miami and south of Trenton and Monroe. We are part of Service Area 1, which includes: Black Wolf, Great Miami, Shawnee, and Whitewater districts (all in the northwest part of the council). Fort Hamilton has about 80 units (59% Cubs, 35% Scouts, 6% Venturing) enrolling about 3400 youth (about 72% Cubs, 27% Boy Scouts, and 1% Venturing) {December 2001 data}.

CALENDAR OF EVENTS

See [District Calendar of Events](#), which is our part of the yearly Dan Beard Council Program Planning Calendar and Resource Catalog. Obtain a copy of the Program Planning Calendar from the District Executive (DE).

GOALS

The goal of the District is to deliver a quality program for our units and youth. A measure of success is achievement of Quality District designation, meaning that we have demonstrated we satisfactorily deliver the program. Specific criteria may change from year-to-year; below are general requirements for 2002.

1. More than 60% of district units must be quality units.
2. A 2% gain of units.
3. A balanced membership growth in total youth or a 2% overall growth.
4. Achieve finance goals.
5. Improve the ratio of commissioners to units or maintain ratio of 1:3 (commissioners:units).
6. Achieve on-time unit re-registration goals. #
7. Each key position filled in the district. #
8. Hold a conference with each chartered partner yearly. #

Optional. To achieve Quality District, we must complete all required plus one optional requirement. In addition, our district has set its own specific goals for the year; a copy can be obtained from the Chairman. Resources: [A self-evaluation guide for successful district operation](#) AND [Council and district plan book](#)

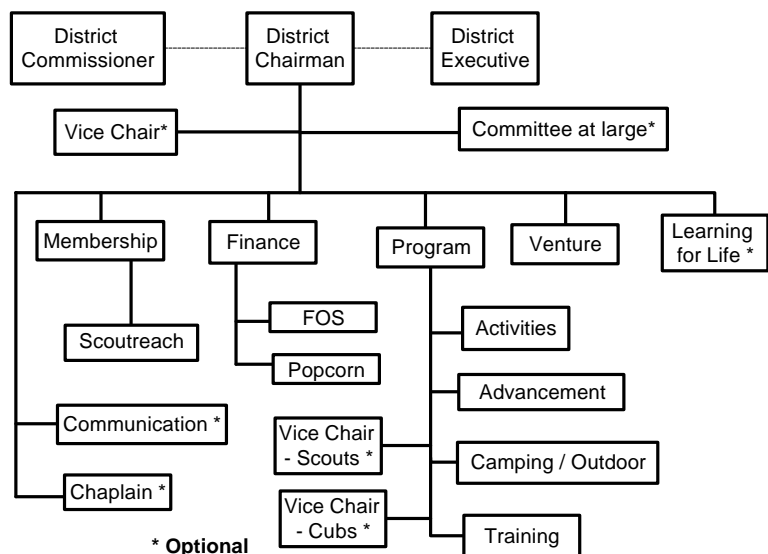
COMMITTEE ORGANIZATION

The District Committee structure is as shown in Sketch 1. At times not all positions will be filled. See the most recent committee roster for specifics on people in these positions.

The lead volunteer in the district is the district chairman, who has overall responsibility for the successful functioning of the district. Several positions report to the chairman: the program chairman, finance chairman, membership chairman, Venturing chairman, and district vice-chairmen (as needed). Other special functions may report to the chairman, including district chaplain, communication chairman, and Scoutreach chairman (urban and rural scouting). The District Committee at Large also reports to the District Chairman.

Two other people work closely with the district chairman. The district commissioner reports to the council commissioner, but has a "dotted line" relationship to the chairman. The district commissioner is the volunteer in charge of unit service (providing direct support to unit leadership) through unit commissioners and Roundtable commissioners. The District Executive(s) is the professional that works with the district. Jointly the district chairman, district commissioner, and DE form the "Key 3" to provide leadership for all aspects of the district. Resources: [The District: how the district carries out the operational mission of the council](#) AND [Highlights for the district chairman...an overview](#)

Sketch 1. DISTRICT ORGANIZATION



DISTRICT LEADERSHIP

PROGRAM

The program chairman is responsible for all aspects of program within the district, covering the areas of activities and civic service, advancement, camping/outdoor activities, and training, to include bringing all aspects of the council program to the district. The program chairman recruits volunteers to handle all aspects in each area including training, setting goals, and operation.

ACTIVITIES AND CIVIC SERVICE

The committee ensures there is a well-balanced schedule of district events to cover all programs (Cubs, Boy Scouts, and Venturing at a minimum). It promotes council-sponsored and national events and develops / promotes activities to support the community. The committee handles all major activities, e.g. display (Family Jamboree and Scout week), recognition (District dinner), civic service (Scouting for Food and Clothing and service projects). The chairman recruits volunteers to handle all aspects in each area including training, setting goals, and operation.

Resource: [Highlights for the district activities and civic service committee...an overview](#)

ADVANCEMENT

The Advancement committee ensures that there is a well balanced program to support advancement (for Cubs, Boy Scouts, and Venturing). It also promotes and facilitates service area and council-sponsored advancement events. In particular, the committee is responsible for developing, maintaining, and distributing a certified list of qualified merit badge counselors and oversees awarding the Eagle Scout rank (serving as DBC's representative in this area). In addition, this committee is responsible for promoting the use of non-rank awards and recognition, often serving as the district award committee for adult recognition. The chairman recruits volunteers to handle all aspects in each area including training, setting goals, and operation.

Resource: [Highlights for the district advancement committee...an overview](#)

CAMPING/OUTDOOR

This committee is responsible in promoting attendance at council camping opportunities (Cub and Boy Scout resident camp) and promoting participation in national-sponsored events (jamborees, high adventure bases, etc.). It handles competitive outdoor events (e.g. camporee and Klondike Derby) {this falls under Activities in some districts}. The committee develops the district Cub day camp, including recruiting and training the camp director and staff. Camp promotion includes encouraging units to develop a year-round camping program. The chairman recruits volunteers for all committee duties, e.g. training, setting goals, and operation.

Resource: [Highlights for the district camp promotion and outdoor committee...an overview](#)

TRAINING

The Training Committee provides and evaluates adult leader training. Unit leaders need timely and accurate training in the proper administration of units, or the unit program and the unit itself may suffer irreparable damage. Training covers all program areas (Cubs, Boy Scouts, and Venture). The chairman recruits staff for all committee duties, e.g. training the trainers, setting goals, operation, evaluation of the training, record keeping, and acknowledgement for successful completion of training.

Resource: [Highlights for the district training committee...an overview](#)

FINANCE

The Finance Committee is responsible to ensure that the district's share of council funding is obtained, done through fund-raising efforts of Friends of Scouting and DBC popcorn sale and by promoting DBC endowment efforts. It also supports district activities involving income and expense to ensure proper money management. The chairman recruits volunteers for all committee duties, e.g. training, setting goals, and operation.

Resource: [Highlights for the district finance committee...an overview](#)

MEMBERSHIP—UNITS AND COMMITTEE

The Membership Committee is responsible to help build youth membership. This is done by understanding where the district is "weak" in serving youth and by making plans to strengthen the weak areas. It develops unit organizer teams to strengthen new units and promotes new youth recruiting and Webelos transition to Boy Scout units. It also develops BSA relationships with the community. The chairman recruits volunteers for all committee duties, e.g. training, goal setting, operation, and new unit development.

Resource: [Highlights for the district membership committee...an overview](#)

VENTURING

Venturing is a relatively new program within BSA that focuses on high adventure activities for youth (male and female) from ages 14-21. The Venturing Committee assists in developing new Venturing units and helps the Training Committee provide training where needed. The committee offers ideas to Venturing units to improve their program and sets plans for District Venture activities; it is a conduit for information on council-wide activities. The chairman recruits volunteers for all committee duties, e.g. training, setting goals, and operation. Resource: Venture Leader Handbook

UNIT SERVICE (COMMISSIONERS)

Commissioners exist to help units succeed. Unit commissioners (UC) provide a sounding board for unit leaders, providing answers to questions and a sympathetic ear. They identify "units at risk" that are losing the ability to provide a quality program. Commissioners help start and service new units. Unit commissioners ensure that units recharter on time so they continue to deliver a quality program (UC primary responsibility). Roundtable commissioners provide training and program ideas to strengthen unit programs. The district commissioner recruits, trains, and leads unit commissioners, assistant district commissioners, and roundtable commissioners.

Resource: Commissioner fieldbook for unit service AND Commissioner basic training manual

OTHER RESOURCES – DISTRICT COMMITTEE AT LARGE

Another leadership source is members of the Committee At Large (CAL) {voting members of the district along with the Chartered Organization Representatives that elect the slate of district officers}. CAL members are selected for proven leadership ability, background, and valuable contacts within the community. They are ex-officio members of the district committee with an invitation to all functions, but have no specific assignments. They may be asked to help with specific district problems, to facilitate or give guidance to sub-committee operation, or to fill a district committee opening. Prior Scouting background is not a requirement for CAL.

PLANNING, LEADING, AND FUNDING DISTRICT EVENTS

Planning for events must start early, usually 18-24 months before major events. A budget must be established before funds are committed; obtain approval from the DE using the council budget form (see [Attachment 1](#); also available in an Excel file). DBC has guidelines governing procedures in developing and running district-led events; see [Attachment 2](#) for the DBC policies relating to district events, particularly with respect to financing.

I have found that there are additional "guidelines" that we are expected to follow that I have not found in council or national guidelines. It had been assumed that many of these items were "common knowledge," but we found that not everyone knew about them. [Attachment 3](#) records a number of these guidelines to reduce misunderstandings and help events run smoother. [Attachment 4](#) addresses several additional finance and funding questions.

HEALTH, FIRE, AND SAFETY AT EVENTS (some key reminders, see DEs for additional thoughts)

- In case of a Youth Protection issue, contact ONLY the Council Executive or designee (currently Pat Brown).
- All events need an emergency and inclement weather plan.
- Release of youth from events is to be only to parents, guardians, or older siblings known and recognized by unit leadership.
- If there is an accident or other emergency, the event chairman (in consultation with the professional) is to decide the course of action.
- All contact with the media is to be left to the professionals, unless otherwise approved by Council.



OUR DISTRICT OPERATION

Our mission is to deliver a quality program. To demonstrate we have done this, we set a goal to become a Quality District, because fulfilling those requirements indicates that we have achieved our mission. To help achieve our goal, we have established guidelines for how we are to function (see district chairman).

- All program functions will support, rather than conflict with, unit programs. Our primary function is to help units succeed in delivering their program. District is also in support of council programs and will not schedule conflicts with those programs (nothing to “compete” in the same quarter).
- Events are to be established and planned well in advance to reduce stress on district leadership and to give time for full development. We must keep units aware of district plans so each unit can manage its calendar.
- We will follow all BSA guidelines on planning, control, finance, etc.
- It is important that we recruit and train a sufficient number of volunteers so that leadership jobs are done properly and we don't burn out the few people that would otherwise have to do everything. One useful method is to recruit and train a new person by having him/her be the assistant chair for event or area well in advance of the needed transition. If we delay recruiting until we have many vacancies, we have no opportunity for training overlap. Having additional help means that personal workloads can be reduced.



RELATIONSHIP WITH PROFESSIONAL STAFF AND DISTRICT/COUNCIL MANAGEMENT

Most of the people within the BSA district operation are volunteers. However, each district has one or more professional scouters, functioning as a District Executive. (We also have a Service Area Director overseeing the functioning of all districts within the Service area.) However, there have been several misconceptions about the volunteers' relationship with district and council professionals and with district and council program.

MYTH. The DE's job is to run the district and to answer all questions.

FACT. The DE is our coach and counselor. The DE is our best source of information on how the program is supposed to operate (as directed by National), **however volunteers run the district program**. Units need to be trained to contact the commissioner staff and not the DE for problem assistance. If there are problems with program issues, the volunteers need to step in. If we are lagging in meeting our district fund-raising goals, the Finance Committee should be working with all other volunteers to identify how to resolve this. There are certain things that it is best for the DE to do, but most aspects of the program belong to the volunteers. If volunteers abdicate their responsibilities and leave the work for the professionals to do, then the whole program suffers.

MYTH. Volunteers have commented, "Council or District is not doing its job on 'XXX' ...". How can this be?

FACT. Just think what "council and district" are; they are the people that make it up and not a nebulous group of officials from somewhere else. We are the "district" and we provide representation to council. If something is not working in the district or council, we need to understand what is not working and then do something about it. Usually the issue is with the volunteers, e.g. poor communication or insufficient recruiting and/or training. Imagine what our district could accomplish with a fully staffed, trained, and motivated district staff.

C M Garrison, Fort Hamilton District, Updated March 4, 2002

ATTACHMENT 1. DAN BEARD COUNCIL BUDGETING SPREADSHEET

COPY OF DAN BEARD COUNCIL

DISTRICT / DIVISION / ACTIVITY BUDGET

Activity: _____

Date of Activity: _____

Activity Account Number: _____ - _____

District / Division: _____

Income	Account #	Previous Actual	Proposed Budget	Actual Budget	Next Year's Budget	Notes
Fees: at	6801					
Fees: at	6801					
Resale: Sales-Cost	6811-6812					
TOTAL INCOME						
Expenses	Account #					
Medical/Health & Safety	8101					
Program Supplies	8103					
Postage	8301					
Food	8104					
Janitorial/Sanitation	8105					
Catering	8108					
Supplies-Other	8131					
Facility Rental	8402					
Equipment Rental	8501					
Printing	8609					
Gas & Oil/Vehicles	8702					
Training (circle one)	8831/8832/8833					
Recognition/Awards Adult	9152					
Recognition/Awards Youth	9153					
Miscellaneous Expenses	9431					
Subtotal (A)						
Contingency: 10% of Subtotal A						
Subtotal (B)						
Liability Insurance:	\$.25 per participant per calendar day					
TOTAL EXPENSES						
Excess revenue (Deficit) over Expenses						

Date Submitted: _____ **by** _____

District/Division Staff Approval: _____ **Field/Exploring Director Approval:** _____

District/Division Activity Budget Definitions

Medical/Health & Safety (8101) - medical, helath, and safety supplies.

Program Supplies (8103) - expenses directly related to the activity, I.e. crafts.

Food *8104) - food purchased to be prepared at the activity site.

Janitorial/Sanitatin (8105) - port-a-lets and bathroom supplies.

Catering (8108) - food prepared by an outside company to be served at an activity.

Supplies-Other (8131) - any supplies not appropriately classified above.

Facility Rental (8402) - any facility rented for activity use.

Equipment Rental (8501) - any equipment rented for activity use.

Printing (8609) - includes printing, photographic work, and artwork.

Gas & Oil/Vehicles (8702) - cost of gas and oil for rental equipment.

Training - (8831) training offered by the national council; (8832): training offered by the regional staff; (8833): training offered by the council.

Recognition/Awards Adults (9152) - cost of patches, plaques, and trophies presented to adults.

Recognition/Awards Youth (9153) - cost of patches, plaques, and trophies presented to youth.

Miscellaneous Expenses (9431) - any expenses not appropriate listed above.

NOTES:

ATTACHMENT 2. DISTRICT OR COUNCIL ACTIVITY PROCEDURES *

The following outlines the procedures to be followed when conducting a District or Council activity in the Dan Beard Council.

- 1. THE DISTRICT EXECUTIVE, OR A REPRESENTATIVE OF THE COUNCIL, WILL BE THE STAFF ADVISOR FOR ALL DISTRICT AND COUNCIL ACTIVITIES. THE ACTIVITY CHAIR WILL BE A VOLUNTEER REPRESENTATIVE OF THE DISTRICT OR COUNCIL.**
- 2. THE ACTIVITY BUDGET WILL BE DEVELOPED BY THE ACTIVITY CHAIR, STAFF ADVISOR, AND DIRECTOR OF COUNCIL OPERATIONS.**
 - Approval of the budget by the Director of Council Operations should be completed before any funds are secured or expenses are incurred.
 - Where applicable, the historical number of attendees for similar activities should be used in establishing the cost per attendee.
 - All purchases will be made through the check request and purchase order system of the Council.
 - No activity or activity will be permitted to use a separate checking account or personal checking account.
 - A contingency fee of 10% is required for all activities.
- 3. PETTY CASH WILL BE ADVANCED BY DAN BEARD COUNCIL IN A TIMELY MANNER AS REQUESTED.**
 - The staff advisor is to receive the request for funds.
 - Funds will be issued within 20 business days of the request.
- 4. ALL REGISTRATION FORMS MUST CONTAIN THE COUNCIL ACTIVITY ACCOUNT NUMBER.**
 - The staff advisor will assign account numbers upon completion of the preliminary budget. This number should appear on all relevant documents including the registration form.
- 5. COMPLETED REGISTRATION FORMS AND PAYMENT MUST BE MAILED DIRECTLY TO THE COUNCIL SERVICE CENTER. UPON RECEIPT, MONIES WILL BE DEPOSITED IN THE ACTIVITIES/ACTIVITY ACCOUNT.**
 - If an overpayment or underpayment is received, the Council Service Center will issue the refund, upon written request, or request additional payment.
- 6. A REGISTRATION LIST AND LEGIBLE REGISTRATION FORMS WILL BE MAILED TO THE ACTIVITY CHAIRMAN (OR HIS/HER DESIGNEE) IF REQUESTED.**
 - The registration information will be forwarded by the Council Service Center every 20 business days if requested.
 - Certain activities may require that the registration information be distributed more often. The staff advisor, upon request, will initiate the requested change in mailing frequency.
 - The registration information will contain the date of receipt at the Council Service Center.
- 7. IT WILL REMAIN THE RESPONSIBILITY OF THE ACTIVITY CHAIR TO VERIFY ANY INACCURACIES OR OMISSIONS RELATIVE TO THE REGISTRATION FORMS.**
- 8. THE DISTRICT STAFF IS RESPONSIBLE FOR REGISTRATION AT THE BEGINNING OF THE ACTIVITY. A FULL ACCOUNTING OF ALL REGISTRATIONS TAKEN AT THE ACTIVITY MUST BE SUBMITTED TO THE STAFF ADVISOR WITHIN TWO (2) BUSINESS DAYS OF THE ACTIVITY.**
 - District staff or his/her designee will be present at District and council activities to oversee registration matters.
- 9. THE STAFF ADVISOR IS RESPONSIBLE FOR FINANCIAL MATTERS AT THE BEGINNING OF THE ACTIVITY.**
 - The staff advisor or his/her designee will be present at all District and council Activities to handle financial matters.
- 10. EXPENSE REIMBURSEMENTS SUBMITTED FOR AN ACTIVITY OR WILL BE PROCESSED AND CHECKS MAILED PER THE COUNCIL ACCOUNTS PAYABLE CYCLE.**
 - Expenses are to be forwarded to the staff advisor.
 - The Director of Council Operations will remit payments within 20 business days from receipt.
- 11. THE ACTIVITY CHAIR MUST SUBMIT A FINANCIAL STATEMENT INDICATING THE FINAL ACCOUNTING OF THE ACTIVITY OR WITHIN 20 BUSINESS DAYS OF THE ACTIVITY.**
 - The staff advisor and the activity chair will prepare an income statement for the activity showing: total number attending, registration money received at Council, registration money received at the activity and any other sources of income.
 - The activity chair and staff advisor will verify the total income and actual expenses for the activity.

DCOWord/Council Accts

* Instructions from Dan Beard Council, 2001

ATTACHMENT 3. DISTRICT EVENT PLANNING - FINANCIAL PROCEDURES AND REQUIREMENTS *

1. Start planning the budget as soon as possible after the start of event planning. For large events, budgets need to be finalized about 180 days in advance. Use current Budget worksheet.
2. Each event will have a Staff Advisor (usually the District Executive).
3. The plan must show that the budget is balanced. Show the assumptions being used in the worksheet. Where applicable, the historical number of attendees for similar events should be used in establishing the cost per attendee.
4. Budget form specifics. Activity budgets include a 10% contingency to protect against overlooked expenses. Show liability insurance IF the event is an outdoor event (e.g. Camporee) or has public access (e.g. District pinewood derby at a mall); otherwise, liability insurance is (usually) not needed. Insurance counts a consecutive 24-hour period as 1 day. Always evaluate inexpensive alternatives for expense items. Compare costs with historical values to ensure they are reasonable.
5. Activity budgets that include income from sponsors must also be approved by the Council Finance Director and include a list of sponsor prospects with the amount to be requested. Sponsor solicitation must avoid duplication of Friends of Scouting supporters and capital campaign prospects and is prohibited during the United Way campaign blackout months of September and October.
6. The Staff Advisor, who provides the event code number, approves the budget. All registration forms and event announcements must contain the Council Activity or Event Account Number.
7. Agreement to a preliminary budget should be obtained before any expenses are incurred.
8. Unless otherwise approved by Council, registrations should be sent to Council, with checks payable to Dan Beard Council (and not to coordinating individuals). If an overpayment or underpayment is received, the Council Service Center will issue the refund or request additional payment.
9. Event expenses are NOT to be paid out of ticket receipts. If desired, such expenses can be paid with petty cash (seed money), which will be advanced by Dan Beard Council in a timely manner as requested. Send the request for petty cash to the Staff Advisor. Don't wait until the funds are required, as it takes time to process requests and cut checks.
10. A registration list or legible copies of the registration form will be mailed to the event chairman or designee. In general, the registration information will be forward by the Council Service Center every 20 business days. Certain activities may require that the registration information be received in a more frequently. The Staff Advisor, upon request, will initiate the requested change in the mailing frequency. The registration information will contain the date of receipt at the Council Service Center.
11. It will remain the responsibility of the event chair to verify any inaccuracies or omissions relative to the registration forms.
12. It is advisable that all transactions be handled by check to prevent disagreements due to bookkeeping errors. Transfer of monies to anyone should be done by receipt
13. The District Staff is responsible for registration at the beginning of the event. A full accounting of all registrations taken at the event must be submitted to the Staff Advisor within two (2) business days of the event. District Staff will be present at Council and District events to handle registration matters.
14. The Staff Advisor is responsible for Financial matters at the beginning of the event. The Staff Advisor will be present at all Council and District Events to handle financial matters. The professionals are bonded with respect to handling money; the volunteers are not.
15. **Expense reimbursements will be processed and checks mailed per the Council accounts payable cycle (usually checks are issued twice a month which is the same for petty cash).**
16. The event chair should submit a completed financial statement showing the final accounting of the activity or event within 20 business days. The expenses should match the receipts and the income should match the money actually submitted (**and the head count**). In the event summary, the budget contingency is not shown; just show actual income and expenses. The event chair and Staff Advisor agree to the total income and actual expenses for the event. The books can then be closed.

C M Garrison, Fort Hamilton District, Updated January 23, 2002

* The above has been reviewed and agreed to by Paul Mitchell, Ft Hamilton District Director, but not formally issued by Dan Beard Council. But it contains details that are expected that I have not seen in DBC directives. (Note: my preference is that these would be folded into the council guidelines, but until then please use these.)

ATTACHMENT 4. BSA FINANCE AND DISTRICT BUDGETING – A VIEW FROM A VOLUNTEER

The Dan Beard Council (DBC) currently serves over 30,000 youth. The total operational budget for Council is ~\$4,000,000. Average program costs are over \$100 for each youth.

DBC has several income sources: United Way 33%, Friends of Scouting (FOS) 37%, camping and activity fees 26%, other 4%. At best, the yearly United Way income is constant in amount, but often declines as other agencies vie for limited funds. Thus the percentage from United Way slowly drops as our program grows. DBC is experiencing budgetary shortfalls this year; other sources of income must offset this deficit.

BASIC PREMISES (my understanding)

- DBC is a legal entity while the districts are not (a concept of the national charter.) Districts do not own property and do not have bank accounts or council-funded budgets. All district activities must self-fund.
- BSA rules dictate that funds are to be handled by (bonded) professional staff.
- One might expect each district to cover its share of council's annual budget; not all districts are able to do this, particularly those located in inner cities and rural areas. Thus, other districts need to do more than their "fair share". Planning events to "break-even" may mean not meeting the DBC annual budget.
- Many activities, like summer camps, do not break-even. If fees covered total expenses, we would lose youth participation because of significant cost increases or we would be forced to eliminate such programs; neither option is acceptable. Thus other income sources must partly underwrite these activities.

FREQUENTLY ASKED QUESTIONS AND COMMENTS

Why don't we establish a district budget and fund it from council?

- Such an action would require BSA National to rewrite policies regarding local council/district activity funding.

Many events create a "net income". Why don't we fund awards for the recognition dinner from those events?

- There is no way for funds to be held between events; the district does not have a bank account or special council funding and volunteers may not retain funds. We do not always have a "net income"; when we have a deficit, council covers those losses.

Our district recognition dinner tickets are too expensive.

- Districts vary in how they handle award dinners. Our ticket cost covers food, supplies, and awards / recognition expense. We also recognize all new Eagle scouts, providing their dinner at no cost to them. District pays for Award of Merit plaques, veteran pins, certificates, Eagle meals, and other expenses. If we did not cover these expenses in the ticket cost, we could not fund leader recognition.

It seems that all council cares about are numbers.

- Membership numbers mean youth being served - one child per number. All organizations (corporations, families, etc.) care about numbers. Numbers are society's means to measure nearly everything, including our personal bank balance and how many children we have. BSA uses numbers to evaluate how many youth are being served, how well we meet our goals, and if we can provide the program needed to achieve our Mission. For us, success means delivering the program to more youth; numbers measure our success.

Why does DBC (and our district) push to get every unit to participate in Family FOS?

- FOS is addressed to "Friends of Scouting", who know its value. We need our families involved to cover program expenses. If units do NOT participate, they have decided that families will NOT hear about the need, thus preventing their involvement. All units are encouraged to participate.

I understand that DBC has a budget for each district event before we decide what will occur. How can that be?

- DBC sets a yearly draft budget (including past totals) for each event to help fiscal planning and ensure that major expense items are not forgotten in the event budget. This is NOT to limit what districts can plan or spend, but helps us manage event responsibly.

Charles M. Garrison, Fort Hamilton District Chairman, January 23, 2002