

DISTRICT FUND DEVELOPMENT COMMITTEE GUIDEBOOK



BOY SCOUTS OF AMERICA®

Contents

Thank You From America’s Youth.....	1
What Is a District?	1
The District Fund Development Committee	2
Major Tasks	2
How Do I Get Started?	3
Who Pays for Scouting.....	3
Raise Friends—Then Funds	3
Journey to Excellence Award	4
Standards and Levels.....	4
Friends of Scouting Campaign	4
Unit Finance.....	5
Product Sales in Your District	6
How Will I Know I Did a Good Job?	6
Where to Get More Help	7
Fund Development–Related Training	7
Scouters Within Your Council.....	7
Printed Resources	7
Policies and Procedures	8
Use of Uniform.....	8
Unit Money-Earning Projects.....	8
Local Councils.....	8
Standard District Organization Chart (Fund Development).....	9
Local Council Fiscal Stewardship Team	10

Thank You From America's Youth

Thank you for your help in ensuring the financial sustainability of your local council. Most of America's youth will never know that you are behind their Scouting growth, but you and the leaders of councils will know!

The efforts of the district and council fund development committee will ensure that the necessary funds are available to support the delivery of the Scouting program to all markets in your local council.

What Is a District?

Your Scouting district is a geographical area of your local council, determined by your council executive board. District leaders mobilize resources to ensure the growth and success of Scouting to all markets within the district's boundaries.

All districts are responsible for carrying out four standard functions:

- Membership
- Fund development
- Program
- Unit service

Membership strives for growth through the organization of new Scouting units, keeping more boys in the program once they join, and new members joining existing units.

Fund development sees that the district is successful in achieving its part of the council overall fund development plan.

Program concentrates on helping Scouting units with camp promotion, special activities, community service, training youth and adult leaders, youth advancement, and youth and adult recognition.

Unit service provides direct coaching and consultation through district volunteers to help ensure the success of every Scouting unit.

Your district chair is a member of the council executive board. The chair of each of your district operating committees—membership, fund development, and program—may be a member of the corresponding council committee. Your district commissioner is responsible for unit service and is also a member of the council commissioner staff.

The District Fund Development Committee



Fund development within your district is directed by the district fund development committee. Using your council plan, procedures, and polices as determined by the local council fund development leadership, the committee ensures funding is not a barrier to providing programs to all markets in fulfilling the mission of the Boy Scouts of America. Your district fund development committee chair provides administrative leadership for the district fund development program and is usually a member of your council fund development team.

Major Tasks

1. Obtain and understand your district's role in the overall fund development plan, which may include but is not limited to:
 - Friends of Scouting—community, family phases
 - Project sales
 - Product sales—popcorn, camp cards, etc.
 - United Way
2. Organize and carry out a successful annual Friends of Scouting campaign that achieves your agreed-upon goal through strict adherence to your council plan and timeline.
3. Actively participate in the donor cultivation plan of your local council.
4. Actively promote your council's plan for endowment development.
5. Implement your council finance polices within the district.
6. Interpret BSA finance polices to your units and district volunteers, and review all Unit-Money Earning Applications from within your district.
7. Provide recognition to your donors, along with information on the positive impact their donations have made to Scouting.

How Do I Get Started?

You may ask “*What do I do first?*” when organizing your district fund development committee.

As a **new chair**, here are your **first** steps:

- Your highest priority will be to fill vacancies and replace inactive persons on your committee and campaign structures. Work with your district executive to develop an action plan for your recruiting effort.
- Meet and get to know your district executive and consult with him or her about your orientation. Establish a time for regular meetings with your district executive. Obtain a copy of your council’s overall fund development plan and find out how your district is doing toward achieving its goals, responsibilities, and its performance on the three fund development criteria related to Journey to Excellence.
- Read this booklet and seek your district executive’s advice on other essential material to review.

- Meet and get acquainted with any existing district development committee members and key Friends of Scouting campaign personnel to discuss the current status of your projects and goals.

As a **new fund development committee member**, you should take these steps:

- Meet and get to know your development committee chair and district executive and discuss your committee responsibilities.
- Read this booklet and other material suggested by your committee chairman and district executive.
- Make plans to work with an experienced member of your district’s development committee or Friends of Scouting team on a fundraising campaign.

If these things are done correctly, you’ll be off to a great start.

Who Pays for Scouting

Financial support for Scouting comes from a variety of sources:

Individual members pay weekly or monthly dues and are responsible for buying their own uniforms, handbooks, and personal equipment.

Units (pack, troop, team, or crew) collect the dues and raise funds through unit money-earning projects to cover expenses and pay for supplies.

Chartered organizations provide a meeting place and adult volunteer leadership for their BSA units, and approve unit money-earning projects before launch of the project.

Local councils receive funds from an annual Friends of Scouting campaign, the United Way, foundation grants, trust funds, bequests, investment income, and product sales.

The National Council generates income from registration fees, local council service fees, *Scouting* and *Boys’ Life* magazine subscriptions, sale of uniforms and equipment, and contributions from individuals.

Raise Friends—Then Funds

Many volunteers state they do not like to raise money. Realize there are many steps to raising funds, the first of which is raising friends. Engage all district volunteers in raising friends. Have them habitually introduce Scouting to more people and share their reasons for being a committed volunteer and why they love Scouting. Invite them to camp, to camporees, and to other Scouting events where they can see Scouting in action.

Once you have raised a friend, they will begin to ask how they can help. Some will volunteer, some will contribute, and some may do both. You will have volunteers who are comfortable asking for financial support. Let them secure the funding. But, *everyone can raise friends*.

Journey to Excellence Award

Journey to Excellence is the BSA's performance recognition program designed to encourage and reward success and measure the performance of our units, districts, and councils. The Journey to Excellence is a continuous improvement program whose standards are recalculated annually. Your district fund development chair or district executive will have the current version of the Journey to Excellence criteria.

Standards and Levels

DETERMINED STANDARDS

This measurement places the metric associated with each criterion within organizationwide value ranges. This base is entirely data driven and determines whether a council is at the Gold, Silver, or Bronze status level.

PERFORMANCE STANDARD

This measurement is designed to recognize improved performance and provide a way to advance status levels

when warranted. Councils not scoring within the determined standard threshold may still be recognized as a Bronze performer if their performance year over year shows measurable improvement. Each criterion detail screen on the Web-based dashboard lists details that will clarify the scoring for that particular criterion.

RECOGNITION LEVELS

Benchmarks for the Gold, Silver, and Bronze recognition levels are based upon actual data from the previous two years. Next year's Gold breakpoint is set where the 90th percentile council achieved last year. The Silver breakpoint is set where the 50th percentile council achieved last year. The Bronze breakpoint is set where the 20th percentile council achieved last year. Below that, councils would not receive recognition.

Friends of Scouting Campaign

The annual Friends of Scouting campaign is the **most important** fund development responsibility of the district. Using your council's overall fund development plan and calendar along with your resources available from the National Council Fund Development Team, which can be found at www.scouting.org/financeimpact, organize and carry out a successful annual Friends of Scouting campaign that achieves your agreed-upon goal through strict adherence to the council plan and timeline.

When planning and implementing your Friends of Scouting campaign, keep the following key principles in mind:

- People give to people, not organizations. Your donors must respect and feel comfortable with the volunteers with whom they will come in contact.
- People give when they are interested and involved in what's happening in your council.

- People only give what they have. It may be obvious, but asking a donor for more than he or she can give is flattering for some donors, and embarrassing for others. Good research can prevent this.
- Knowledge is power (or at least provides access to it). Know the right information and the best people you can secure to call your key prospects and ask them to make a gift to your council.
- Engage all your district committee members in raising friends. It is the Friends of Scouting that sustain our program.

Donors have their own interests and own priorities—those will become evident in the course of good prospecting, cultivation, and friend building. Discovering a donor's interests and matching those interests with a council funding need is the key to getting a meaningful gift.

Unit Finance



One responsibility of your council and district fund development committees is to work out a plan for keeping your units informed on national policies concerning unit finance and to approve proposed Unit Money-Earning Applications.

The Boy Scouts of America has established policies to protect both the unit and the good reputation of Scouting. Your units should submit a Unit Money-Earning Application to your council service center at least one month in advance of the proposed date of the unit money-earning project and must have prior approval from their unit committee and their chartered organization. When you review an application, the following are guidelines for you to consider:

1. Direct solicitation for funds by your units is not permitted.
2. Unit committees are the custodians of all their unit funds.
3. General guidelines for unit money-earning projects include the following:
 - No gambling, raffles, or conflict with local ordinances.
 - Respect territorial rights of other units.
 - There should be no conflict with goods or services offered by established merchants or workers. Dates scheduled should not conflict with established dates of fundraising in their chartered organization, your 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.
 - Your units cannot sign contracts that would bind the Boy Scouts of America on a local or national level.

Further explanations related to unit fundraising along with policies and procedures can be found at www.scouting.org/filestore/pdf/34427.pdf.



Product Sales in Your District

Friends of Scouting, United Way, special events, camping revenue, and activities are all examples of income and revenue sources for your local council budget. Another source of revenue, which has clearly grown during the last 25 years, is product sales. Orders for items such as candy, popcorn, magazine subscriptions, and camp cards are all sold door to door, in front of stores, and at work by parents. Nationally, overall product sales have increased from 6 percent of council operating budgets in the 1980s to more than 20 percent in some councils today.

Your district fund development committee should work with your council fund development committee in the design, implementation, and monitoring of the product sales plan for your council to help ensure a successful sale for everyone involved. For further information, see the *Product Sales and Policy Issues Manual* available at www.scouting.org/financeimpact.

How Will I Know I Did a Good Job?

You will know you've been successful when your district achieves the district's fund development Journey to Excellence performance assessments.

But what about less measurable qualities of a strong team? Outstanding district development committee members usually have these qualities:

- A passion for the mission of the BSA
- An ability to motivate other volunteers
- Outstanding interpersonal communication skills
- Dedication to helping your district and your units be successful

Where to Get More Help



Fund Development–Related Training

The Council Fund Development Team of the BSA's Finance Impact Department is made up of certified professionals in all disciplines of friend-raising. They are available to help you and your committee. They also put on numerous training courses throughout the year that are open to volunteers. For an up-to-date list of the courses and subject matter contained in each, please visit www.scouting.org/financeimpact. Click on the Training tab.

They can also help you in analyzing, developing, and executing plans to adequately fund the operating, capital, and endowment needs of local councils.

Scouters Within Your Council

People on your council development committee who can help you be successful include:

- Council vice president of fund development
- Council fund development committee
- Council Friends of Scouting chair
- Other district fund development chairs

Printed Resources

Additional rules and regulations relating to fundraising may be found in the *Local Council Articles of Incorporation and Bylaws* and *Rules and Regulations of the Boy Scouts of America*.

Policies and Procedures

The following is a list of excerpts from approved policies and procedures pertaining to local council finances. Your local council is to maintain the integrity of the policies and procedures. Authority is *Bylaws of the Boy Scouts of America, Rules and Regulations of the Boy Scouts of America, Standard Local Council Articles of Incorporation and Bylaws*, or National Executive Board resolution.

Use of Uniform

Rules and Regulations, article X, section 4, clause 6. The official uniforms are intended primarily for use in connection with Scouting activities as defined by the National Executive Board and their use may be approved by local council executive board for council events or activities under conditions consistent with the Rules and Regulations of the Boy Scouts of America.

Unit Money-Earning Projects

1. Rules and Regulations, article IX, section 2, clause 3.
Units may conduct money-earning projects only when the projects have been approved by the chartered organization and the local council and are consistent with the principles set forth in these Rules and Regulations.
2. Rules and Regulations, article XI, section 1, clause 1(a).
Limitation of Authority. No unit or local council shall have authority to commit the National Council to any financial obligation whatever.

Local Councils

Rules and Regulations, article XI, section 1, clause 2. Contributions shall be solicited in the name of the Boy Scouts of America only through or by the authority of the Corporation, and shall be limited to the National Council or chartered local councils, in accordance with these Bylaws and Rules and Regulations of the Corporation. Youth members shall not be permitted to serve as solicitors for charter organizations, for the local council, for the National council, for Corporate Sponsors, or in support of other organizations. Adult members and youth members shall not be permitted to serve as solicitors in support of personal or unit participation in local, national or international events.

Rules and Regulations, article XI, section 1, clause 3. Youth members may sell products as part of an approved fundraising project if (i) the nature of the product is consistent with the values and purpose of the Corporation; (ii) the value of the product is commensurate with the price at which it is offered; and (iii) it is in accordance with the Bylaws and Rules and Regulations of the Corporation. Furthermore, any product that is sold or offered for sale as a part of an approved fundraising project and bears any emblems, logos, brands, or other designating marks associated with the Boy Scouts of America

must be manufactured by a BSA licensee authorized by the Corporation to use such designating marks in that manner on those specific products. No youth member shall engage in such sales of products for more than 12 total weeks during any one 12-month period.

Rules and Regulations, article IX, section 2, clause 7.

No member of the Boy Scouts of America, chartered unit, chartered organization, chartered local council, or any officer or representative of the Boy Scouts of America shall have the right to enter into a contract or relationship of a commercial character directly involving or obligating the National Council, Boy Scouts of America, or that uses the seal, emblems, badges, descriptive and designating marks, or words or phrases associated with or referring to the Boy Scouts of America unless duly authorized by the national Executive Board.

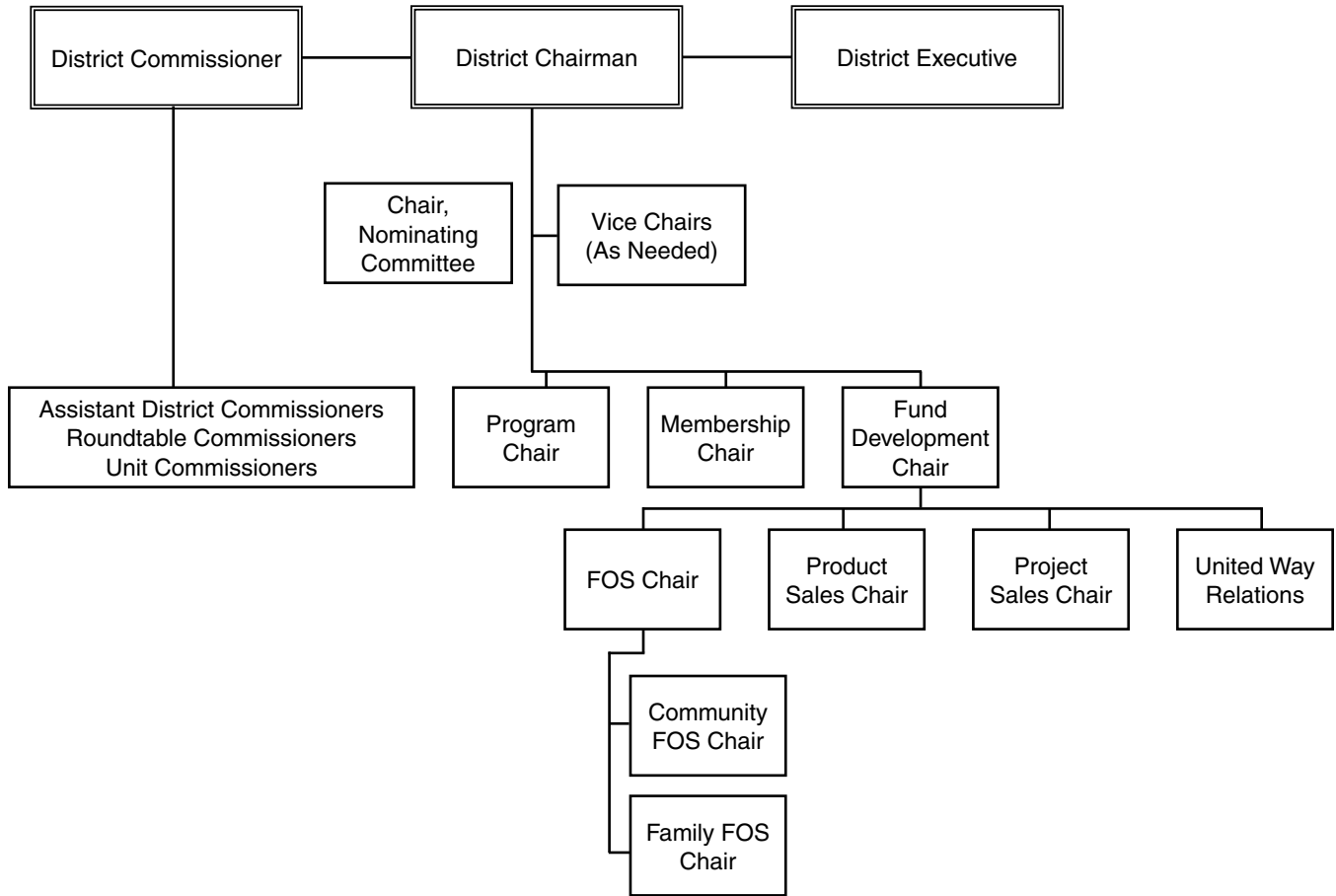
A local council may not grant permission, whether verbally or in writing, to any third party for the use of any logo, insignia, terms in common usage, or descriptive marks relating to Scouting unless that third party is at that time authorized in writing by the National Council to use the designating marks in the manner requested by the local council. Any use of a Boy Scouts of America designating mark by a local council must avoid appearing to be an endorsement of any commercial product or venture except for Corporate Sponsorships entered into by the National Council, Boy Scouts of America.

No member of the Boy Scouts of America, chartered unit, or chartered organization shall have the right to use any logo, insignia, terms in common usage, or descriptive marks relating to Scouting for any commercial purpose, without the express written authorization of the National Council to use the designating marks in the manner requested.

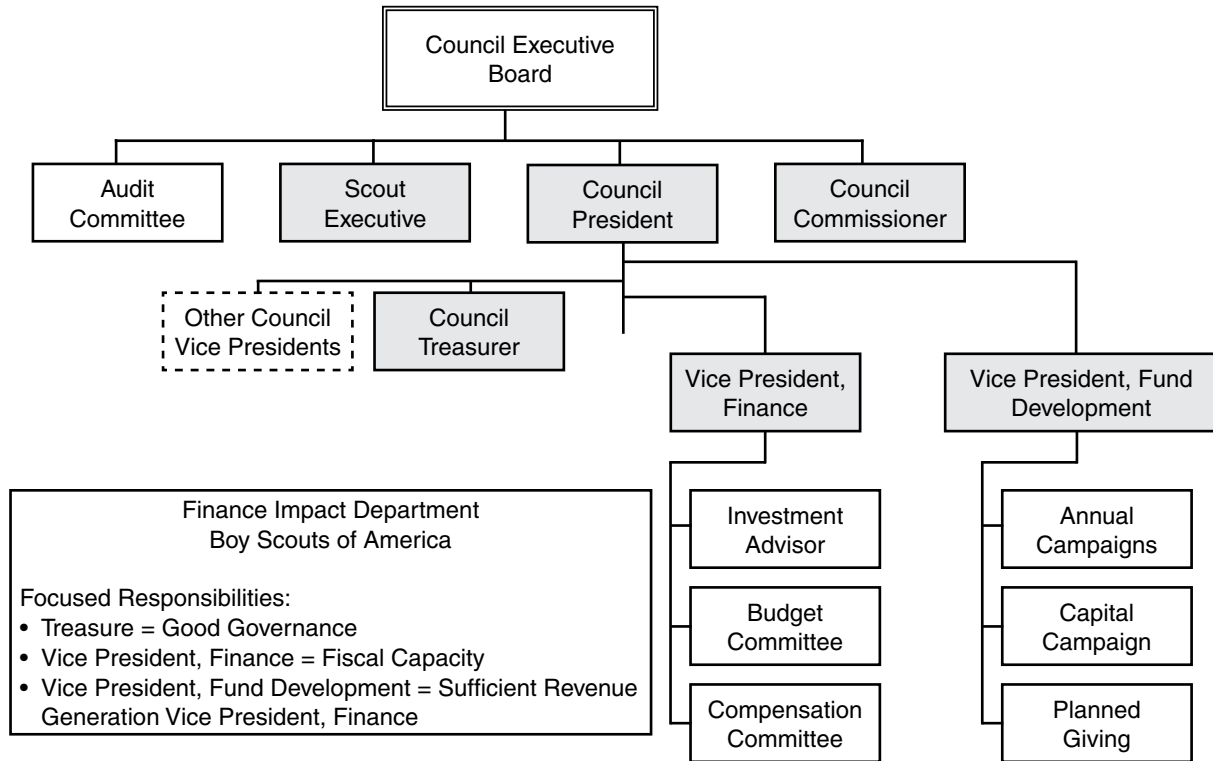
Subject to these Rules and Regulations and the Bylaws of the Boy Scouts of America, chartered organizations, unit leaders, or youth members shall not be restricted from earning money to participate in Scouting, provided that all approved procedures for doing so are followed, including prior approval by the governing local council.

Title to all real estate acquired for a unit under the jurisdiction of the corporation shall have a provision that in the event of the dissolution of the unit or the revocation, termination, or lapse of its charter . . . , hold the property upon the instructions of the corporation or, if so instructed, convey said property or pay the net proceeds from a sale of the property to the corporation, which shall hold or use said property or funds for the benefit of Scouting in the locality in which the unit is located or elsewhere if, after a reasonable period, there is not a suitable opportunity to use said property or funds in such locality. (Local council bylaws article X, section 2, clause 4)

Standard District Organization Chart (Fund Development)



Local Council Fiscal Stewardship Team



Major gifts efforts are part of the annual, capital, and planned giving campaigns.



Prepared. For Life.®



BOY SCOUTS OF AMERICA
1325 West Walnut Hill Lane
P.O. Box 152079
Irving, Texas 75015-2079
<http://www.scouting.org>

SKU 33779



7 30176 32377 0
33779 2013 Printing
©2011 Boy Scouts of America