

A Self-Evaluation Guide For Successful District Operation



To Be Used in Conjunction With Journey to Excellence



BOY SCOUTS OF AMERICA®

SIX MAJOR TASKS FOR VOLUNTEER SUCCESS

Council volunteers and professional staff members strengthen district committees and commissioner staffs with six major tasks—the six things they must do to make a volunteer system work.

1

Define Responsibilities

Volunteers must know what is expected for them to be successful. Carefully define, in writing, the responsibilities for each position. Use Commissioner Responsibility Cards, No. 34265; District Committee Responsibility Cards, No. 34266; and *A Handbook for District Operations*, No. 34739, to assist you.

2

Select and Recruit

Fit the right person to the job. Consider each prospect's skills, interests, and other relevant factors. Consider the variety of motivating factors for people getting involved in Scouting. Use all the prescribed steps in recruiting district volunteers and use the recruiting resources of the BSA. Helpful recruiting resources include *Selecting District People*, No. 34512; *A Handbook for District Operations*, No. 34739; and the District Nominating Committee Worksheet, No. 513-332.

3

Orient and Train

Provide each person with prompt orientation and adequate training on their individual assignment to be successful. Use the *District Committee Training Workshop*, No. 34160, and *Administration of Commissioner Service*, No. 34501.

4

Coach Volunteers

Provide ongoing coaching as needed. Build a volunteer's confidence and self-esteem. Help conserve a volunteer's time. Coaching should be provided by the appropriate committee chair or professional.

5

Recognize Achievement

Recognition must be sincere, timely, and earned. Use the great variety of formal BSA recognition items, but also be creative with frequent locally devised thank-yous. Even more effective may be the personal "pat on the back" for a job well done. Recognize volunteers on a face-to-face basis, from a person of status, and preferably in front of the volunteer's peers.

6

Evaluate Performance

Help district volunteers regularly evaluate how they're doing. Use the Self-Evaluation for Unit Commissioners in the *Commissioner Fieldbook for Unit Service*, No. 33621; *A Self-Evaluation Guide for Successful District Operation*, No. 34207; and the "How Will You Know When You Have Done A Good Job?" section in *A Handbook for District Operations*, No. 34739.

PURPOSE OF THIS GUIDE

District Scouters want their time and talent to have a maximum benefit to youth. Using proven practices and methods will help fulfill this desire. The Journey to Excellence program is your starting point. Check how you scored on the criteria, and how you scored overall. This guide should be used in conjunction with Journey to Excellence, as it drills even deeper into your performance as a district.

A thoughtful review of the questions in this self-evaluation guide will reveal areas of operation where changes and improvements are necessary. Once these areas have been defined, they should be placed in an order of priority. Most of these changes and improvements can be carried out by the district. Some changes may require the help of others in the council.

As you participate in this self-analysis, keep in mind that the evaluation is intended to help your district and council identify areas of need and provide solutions. Its usefulness depends, in part, upon your objectivity, which precludes defending a district's practice or glossing over any question. An affirmative response to a statement means that all parts or factors in the statement meet the standards. A negative response might prompt an explanation as to what portion of the standards needs improvement. Take the time to assure an answer that reflects the true situation in your district.

The following steps are suggested for completing this evaluation:

1. The council president (or vice president for district operation), council executive, field director, district chair, and district executive determine who should be involved in making the evaluation. This may be simply the district Key 3 or it may include others in the district and council leadership structure.
2. Those making the evaluation are given assignments for appropriate sections of the guide and related information. A deadline is set for a return of the completed section.
3. When all parts are completed and returned, the information is transferred to a master copy by the district executive.
4. The master evaluation is reviewed and substantial agreement reached by the district Key 3.
5. Methods or practices needing improvement or change are listed in priority order.
6. The council president (or vice president for district operation), council executive, and field director are invited to meet with the district chair and district executive and review the profile.
7. Agreement is reached on those needs that the district can fulfill on its own initiative and those needs that might require help from the council.
8. A program of action is launched to make the improvements and changes with the assistance of the council where necessary.

JOURNEY TO EXCELLENCE STANDARDS

Standards for Journey to Excellence Awards for units, districts, and councils are reviewed annually by volunteers and professionals and are mutually accepted and approved. Standards for these awards are published on separate worksheets each year.

One of the functions of a district is to help units be successful in operating a quality program for its youth. The percent of units that provide a quality program is an indicator of the effectiveness of a district and its personnel.

What percent of your units are Journey to Excellence Units? _____% Bronze _____ %
Silver _____ %
Gold _____ %

Was the district a national Journey to Excellence district during the most recent calendar year? Bronze _____
Silver _____
Gold _____

FINANCE

1. The district has a finance steering committee. Yes _____ No _____
2. The district has a finance chair capable of tapping the fundraising resources (men and women) of the community. Yes _____ No _____
3. In cooperation with council leadership and the district finance chair, a top-flight Friends of Scouting chair is recruited at least three months prior to the FOS kick-off so that majors, captains, and workers can be recruited. Yes _____ No _____
4. The district follows the council Friends of Scouting plan, including:
 - a. Functioning steering committees as needed Yes _____ No _____
 - b. Conducting the three phases of FOS in the district Yes _____ No _____
 - c. Recruiting deadlines Yes _____ No _____
 - d. Prospect list is revised and a prospect and evaluation meeting is held at least once a year Yes _____ No _____
 - e. Kickoff deadlines Yes _____ No _____
 - f. Levels of membership Yes _____ No _____
 - g. Reporting dates Yes _____ No _____
5. The district raised its fair share of the council's FOS goal. Yes _____ No _____
 - a. Fair share goal: \$ _____
 - b. Amount raised: \$ _____
 - c. Percent of goal reached: _____
6. All units are recognized for participating in the Family FOS Campaign. Yes _____ No _____
7. The district finance chair involves district volunteers in the project-sales program of the council and accepts the responsibility of selling projects in the district. Yes _____ No _____
8. District volunteer and professional leadership support the efforts of local United Ways in their community and assist in promoting their programs. Yes _____ No _____
9. Fireside chats are held when needed and involve representation from at least 50 percent of the units. If no, what percent? _____ Yes _____ No _____
10. Units submit money-earning applications to the district/council at least 14 days prior to the fundraiser. Yes _____ No _____
11. All district activities and events have income and expense budgets approved in advance, including the use of purchase orders, field receipts, and assigned account numbers. Yes _____ No _____
12. Following the council's lead, recruit a team of volunteers to support the council's product sales (popcorn) campaign. Include the district chair and other positions as needed. Yes _____ No _____

MEMBERSHIP

Packs

- 1. Membership and total available youth (TAY) are analyzed by communities to clearly define where special emphasis should be placed on membership growth. Yes _____ No _____
- 2. Individual pack needs have been analyzed and addressed prior to roundup events. Yes _____ No _____
- 3. Have a roundup chair and pack organizer that are active on the membership committee. Yes _____ No _____
- 4. The district has a year-round plan to recruit Tiger Cub/Cub Scout-age members which includes the following:
 - a. Boy-fact survey or other promotional opportunities in the spring for boys in kindergarten, spring/fall for first through fifth grades. Yes _____ No _____
 - b. Endorsement by school authorities and community leaders. Yes _____ No _____
 - c. Community-based promotion such as radio or TV PSAs, billboards, yard signs, etc. Yes _____ No _____
 - d. In-school promotion such as fliers, posters, classroom visits, assemblies, etc. Yes _____ No _____
 - e. Spring and fall recruitment events (pack roundup), which requires that pack leaders be present to take the initial steps in registering new members. Yes _____ No _____
 - f. Enough dens are organized to include all new boys recruited. Yes _____ No _____
- 5. Volunteers are recruited and trained to organize Cub Scout packs on a ratio of one organizer for every pack to be organized with a commissioner and a trainer assisting. If no, what is the ratio? _____ Yes _____ No _____
- 6. Periodic visits are made to the heads of prospective organizations to cultivate their interest in adopting Cub Scouting as part of their program. Yes _____ No _____
- 7. Consideration is given to a "together plan" program as a method of organizing packs. Yes _____ No _____

Troops/Teams

- 1. The district has a year-round plan to recruit Boy Scout/Varsity Scout-age members and provide an adequate number of units for them to join.
 - a. Boy-fact survey of boys in the fifth grade. Yes _____ No _____
 - b. Graduation of Webelos Scouts into Boy Scouting, through a Webelos Scout transition plan. Yes _____ No _____
- 2. Periodic visits are made to the heads of prospective chartered organizations to cultivate their interest in adopting Boy Scouting/Varsity Scouting as a part of their program. Yes _____ No _____
- 3. Volunteers are recruited and trained to organize Boy Scout troops/Varsity Scout teams on a ratio of one organizer for every troop/team to be organized. Yes _____ No _____
- 4. Consideration is given to a "together plan" program of organizing troops/teams. Yes _____ No _____
- 5. A transition chair monitors all Webelos Scouts and makes sure all are given an invitation to join a Scout troop. Yes _____ No _____
- 6. Membership and total available youth (TAY) are analyzed by communities to define where special emphasis should be placed on membership growth. Yes _____ No _____

Crews

- 1. The district has a Venturing organizer team. Yes _____ No _____
- 2. The district has a year-round plan to recruit Venturing-age youth. Yes _____ No _____
- 3. Periodic visits are made to the heads of prospective chartered organizations to cultivate their interest in having a Venturing crew. Yes _____ No _____

- 4. Impact plans
 - a. Did you hold impact meetings for the purpose of organizing new crews? Yes _____ No _____
 - b. Were any crews organized without an impact plan? Yes _____ No _____
- 5. Do you have open house meetings for the purpose of reorganizing crews or adding membership? Yes _____ No _____

PROGRAM

Packs

- 1. Immediate training (fast start) is provided to new
 - a. Cubmasters Yes _____ No _____
 - b. Den leaders and assistants Yes _____ No _____
 - c. Webelos Scout den leaders and assistants Yes _____ No _____
 - d. Pack committee chair and committee members Yes _____ No _____
- 2. The district participates in or conducts the following training experiences:
 - a. New leader Essentials training Yes _____ No _____
 - b. Leader Specific Training Yes _____ No _____
 - c. Cub Scout leader pow wow Yes _____ No _____
 - d. Den chief conference Yes _____ No _____
- 3. A satisfactory system is used for recruiting, training, and guiding instructors for the Cub Scout leadership training program. Yes _____ No _____
- 4. More than 60 percent of Cub Scout packs are operating a quality program for their youth by earning the Journey to Excellence Unit Award. District percent is _____. Yes _____ No _____
- 5. At least 70 percent of the Cub Scout packs have qualified for the National Summertime Pack Award. Yes _____ No _____
- 6. There were at least 70 boys advancing a rank per 100 Cub Scouts in the district last year. Yes _____ No _____
- 7. All packs have Tiger Cub dens. If not all, indicate percent: _____. Yes _____ No _____
- 8. The district conducts monthly quality roundtables for Cub Scout leaders with an average of 50 percent or more of the packs represented. If not all, indicate percent: _____. Yes _____ No _____
- 9. District leadership provides year-round and summertime supplemental quality program experiences for Cub Scout packs and conducts such programs as appropriate to meet the needs of the packs. Yes _____ No _____
- 10. An annual pack program planning conference is promoted for each pack. Yes _____ No _____
- 11. Webelos Scout/adult overnight camping trips are encouraged with troops providing necessary support and assistance. Yes _____ No _____
- 12. A where-to-go booklet is provided for pack use. Yes _____ No _____

Troops/Teams

- 1. Over 60 percent of the troops/teams have qualified for the National Camping Award. Yes _____ No _____
- 2. An annual troop/team program planning conference is promoted for each troop/team. Yes _____ No _____
- 3. The district has an up-to-date and complete list of competent, certified merit badge counselors for use by all Boy Scouts and encourages troops to have their own counselors where appropriate. Yes _____ No _____

- 4. The district carries out a plan that encourages troops/teams to have 10 days and nights of camping. It would include one outdoor activity each month including weekend camping trips and a long-term summer camp. Yes _____ No _____
- 5. Sixty percent or more of troops/teams are operating a quality program for their youth by earning the Journey to Excellence Unit Award. Yes _____ No _____
- 6. The district conducts monthly quality roundtables for troop/team leaders with an average of 50 percent or more of the units represented. If no, indicate percent: _____ . Yes _____ No _____
- 7. Immediate training is provided to new Scoutmasters/Coaches and troop/team-committee members. Yes _____ No _____
- 8. A satisfactory system is used for identifying, training, and guiding trainers for the Boy Scout/Varsity Scout leadership training program. Yes _____ No _____
- 9. The district participates in or conducts the following quality training experience for Boy Scout/Varsity Scout leaders in order to achieve a minimum of 70 percent of top leaders trained:
 - a. Fast Start with all new leaders Yes _____ No _____
 - b. Basic Leader Training Yes _____ No _____
 - c. New Leader Essentials training Yes _____ No _____
 - d. Other adult Boy Scout/Varsity Scout leader training experiences. Yes _____ No _____
 If yes, identify: _____

- 10. Learning opportunities are provided for Scoutmasters/Coaches, assistants, and troop/team committee members on how to conduct Scoutmaster/Coach conferences. Yes _____ No _____
- 11. There were at least 50 boys advancing a rank per 100 Boy Scouts in the district last year. Yes _____ No _____

Crews

- | | District | Council |
|---|-----------------|----------------|
| 1. The following quality events are conducted: | | |
| a. _____ | _____ | _____ |
| b. _____ | _____ | _____ |
| c. _____ | _____ | _____ |
| d. _____ | _____ | _____ |
| 2. Over 60 percent of crews have qualified for the Journey to Excellence Unit Award. | Yes _____ | No _____ |
| 3. The district conducts quarterly Advisors' meetings. | Yes _____ | No _____ |
| 4. Training is provided for all Advisors. | Yes _____ | No _____ |
| 5. More than 75 percent of Advisors conduct crew officers' seminars for elected officers. | Yes _____ | No _____ |
| 6. Crews have an annual superactivity. | Yes _____ | No _____ |

UNIT SERVICE/COMMISSIONER STAFF

- 1. There are competent, trained, and uniformed commissioners giving quality service to units, making meaningful personal contacts with units at least once a month. Strive for one unit commissioner for every three units. Indicate ratio.
a. Total units: _____
b. Total unit commissioners: _____
c. Ratio: _____
Yes _____ No _____
- 2. The district has one assistant district commissioner for every five unit commissioners. Current ratio: _____
Yes _____ No _____
- 3. Commissioner staff, in conjunction with professional staff, adheres to the requirements of the plan for renewing unit charters. Indicate percent of units reregistered *on time* during the past year: _____
Yes _____ No _____
- 4. The district commissioner staff has a plan which provides early information regarding units that are in danger of not reregistering on time or that need special assistance.
Yes _____ No _____
- 5. Commissioners encourage proper uniforming of all packs/troops/teams and conduct uniform inspections as part of the Annual Commissioner Service Plan. They also have a plan to help Scouts in low-income communities obtain uniforms.
Yes _____ No _____
- 6. There is a plan for the promotion of *Boys' Life*. A subscription should go into the home of each Cub Scout/Boy Scout/Varsity Scout.
Number of 100% units: _____
Percent subscribing: _____
Yes _____ No _____
- 7. Unit commissioners follow the Annual Commissioner Service Plan with its specific purposes for regular contact with units.
Yes _____ No _____
- 8. The district provides Fast Start training within 48 hours of recruitment of new commissioners.
Yes _____ No _____
- 9. Districts provide basic training within two months of recruitment of new commissioners.
Yes _____ No _____
- 10. The district participates in the council's annual commissioner conference. Percentage of unit commissioners participating _____%
Yes _____ No _____
- 11. The district has well-run roundtables which provide unit adults with lots of hands-on ideas for providing a better unit program. Average monthly percentage of units attending roundtables _____%
Yes _____ No _____
- 12. Monthly commissioner staff meetings have a significant training topic and ADC breakout sessions when assistant district commissioners meet with their teams of unit commissioners to review unit needs and plan commissioner actions to help meet unit needs.
Yes _____ No _____
- 13. The commissioner staff uses the DVD *Commissioner Annual Orientation* to assist commissioners in carrying out their responsibilities with monthly unit visits.
Yes _____ No _____
- 14. Commissioner visits/contacts are being made and are entered into the Unit Visti Tracking System 2.0.
Yes _____ No _____
- 15. The commissioners use the unit self-assessment tools to work with their units in ensuring a quality program.
Yes _____ No _____

COMMUNICATIONS

1. There is a marketing chair for the district who provides news releases and stories to newspapers, radio, and television, and stimulates unit publicity to the media. Yes _____ No _____
2. A district newsletter or website informs volunteers of upcoming programs. The timeliness of the newsletter provides sufficient advance notice for units and volunteers to plan adequately. Yes _____ No _____
3. The climate for Scouting is favorable throughout the district. Yes _____ No _____
4. Unit and district Scouters are aware of the district's relationship to the council and how the council serves the district. Yes _____ No _____
5. The district has a page and regularly updates information on the council website. Yes _____ No _____

CHARTERED ORGANIZATION REPRESENTATIVES AND CHARTERED ORGANIZATIONS

1. Training is held for chartered organization representatives separately or in conjunction with a district meeting to review planned programs, provide training, consider problems, and share successes. Suggested resource, *Training the Chartered Organization Representative*. Yes _____ No _____
2. Inactive chartered organization representatives and their chartered organization heads are personally contacted by the district executive to stimulate involvement or bring about a new appointment to this position. Yes _____ No _____
3. A specific district volunteer is given the responsibility of training, coordinating, and inspiring chartered organization representatives. Yes _____ No _____
4. Recognition is given to chartered organizations to strengthen their relationships with Scouting. Yes _____ No _____
5. Volunteer and professional Scouters approach chartered organizations and potential chartered organizations from the point of view of "What can Scouting do to help your organization carry out its purposes in serving youth and families?" Yes _____ No _____
6. The district executive considers heads of chartered organizations as "customers" and calls on them regularly. Suggested resource: the BSA relationships videos. Yes _____ No _____

RURAL OR LOW-INCOME URBAN OUTREACH

(These additional practices are included for districts serving major low-income urban and/or remote rural areas.)

1. District executives are aware of all the audiovisuals, written materials, methods, and training developed by the BSA for use in low-income urban and rural communities. Yes _____ No _____
If no, is there a plan to acquaint district executives with them? Yes _____ No _____
2. The council has considered the use of the *Neighborhood/Small Community Plan of District Operation*. Yes _____ No _____
3. Appropriate professionals and key volunteers have been trained in the Neighborhood Small Community Plan of District Operation designed for rural and low-income urban districts. Yes _____ No _____
If no, is training planned? Yes _____ No _____
4. A prompt and spontaneous response to unit needs (those expressed by unit people and those observed by unit service people) is a priority for the district and neighborhood structure. Yes _____ No _____
5. District professionals and key volunteers are involved with significant community needs, events, and organizations in poverty neighborhoods. Yes _____ No _____

- 6. The district/council has developed measures to assure that Scouting needs such as equipment, camp fees, and numerous council/district events fees do not prevent low-income boys and leaders from participating in the program. Yes _____ No _____
- 7. A copy of *Rural/Low-Income Urban Venturing Action Ideas* is being used by the district. Yes _____ No _____
- 8. Lone Scouting is used in serving youth who cannot attend pack and troop meetings. Yes _____ No _____
- 9. The district Key 3 have copies and have reviewed either *Local Council Guidebook on Serving Rural Communities* or *Local Council Guidebook on Serving Low-Income Urban Communities*. Yes _____ No _____

DISTRICT ORGANIZATION

- 1. Each district operating committee is chaired by a trained, effective volunteer chair with sufficient committee members to achieve the objectives of the district. If no, list committees that need strengthening: Yes _____ No _____

- 2. The district executive and district nominating committee, in consultation with the council president (or the president's designee) and the Scout executive (or designee) conduct an annual volunteer inventory and develop a program to recruit and strengthen committees. If no, is one planned? Yes _____ No _____
 Yes _____ No _____
- 3. The district committee held an annual planning conference to schedule the district calendar in carrying out the council program, agreed upon objectives, and determined volunteer needs for operating committees. When was it held or planned? Yes _____ No _____

 Date
- 4. Have the commissioners met regularly with unit leaders to reinforce communications, determine unit needs, plan action programs to meet needs, and review the district's annual calendar? Yes _____ No _____
- 5. An annual calendar is issued to all district and unit volunteers. Yes _____ No _____
- 6. The district executive holds an in-depth planning and action meeting separate from the district meeting, with each key district leader as follows:
 - Key 3—district chair, district commissioner, district executive (every two to four weeks) Yes _____ No _____
 - Membership (monthly and more frequently during special programs) Yes _____ No _____
 - Program Yes _____ No _____
 - Training (monthly) Yes _____ No _____
 - Camp promotion and outdoor (monthly) Yes _____ No _____
 - Activities and civic service (monthly) Yes _____ No _____
 - Advancement and recognition (monthly) Yes _____ No _____
 - Finance (monthly and more frequently during FOS time) Yes _____ No _____
 - District commissioner (monthly) Yes _____ No _____

7. District volunteers and professional staff are committed to the idea of volunteerism wherein the volunteer is deeply involved in planning and executing the program and the professional staff provides all forms of support and inspiration. Yes _____ No _____
8. District meetings are held on a regular monthly basis as follows:
- a. District committee meets regularly Yes _____ No _____
 - Coordinated committee meeting plan, or Yes _____ No _____
 - Neighborhood plan of operation—optional—or Yes _____ No _____
 - Committee-of-the-whole plan of operation—optional Yes _____ No _____
 - b. Roundtable meetings —Cub Scout leaders Yes _____ No _____
 - Boy Scout leaders Yes _____ No _____
 - Varsity Scout leaders Yes _____ No _____
 - Venturing leaders Yes _____ No _____
 - c. Commissioner staff meetings are held monthly (and at a time separate from other meetings of the district) Yes _____ No _____
9. The district chair regularly attends executive board meetings to represent and report for the district and maintain communications with the council. Yes _____ No _____
10. The district professional staff member(s) has carefully developed work schedules (reviewed with staff adviser) for meetings, training experiences, and activities. Yes _____ No _____
11. The district has a recognition program for unit leaders and other volunteers—district recognition dinners and other recognition events. Explain _____

12. At least 80 percent of the district executive’s time is available for direct service to the district. Yes _____ No _____
13. There is an orientation program for new district volunteers and members, which includes:
- a. An orientation meeting Yes _____ No _____
 - b. Appropriate literature and visual aids Yes _____ No _____
 - c. District/council training opportunities Yes _____ No _____
 - d. Personal coaching by volunteer leader or professional staff Yes _____ No _____
14. District objectives are developed through collaboration of and agreement by volunteer and professional leadership. Yes _____ No _____
15. It is understood that district objectives may be reevaluated if staff changes or unusual and unexpected conditions develop. Yes _____ No _____
16. The district follows the *Council and District Plan Book* in its annual planning. Yes _____ No _____
17. There is a harmonious working relationship of the district professional staff and volunteers. Yes _____ No _____
18. The district executive keeps and uses a complete, updated *District Fieldbook (Fieldbook for Professionals)*. Yes _____ No _____
19. The professional and key volunteers review the standards for the District Journey to Excellence each month. Yes _____ No _____

VOLUNTEER RESOURCES

- 1. The district nominating committee is composed of persons who have the proven capacity, especially board members residing in the district, to persuade top community leaders to serve in Scouting. Yes _____ No _____
- 2. The nominating committee is active on a year-round basis. Yes _____ No _____
- 3. The performance of district volunteers is reviewed at least once a year and they are given an opportunity to change their responsibilities by mutual agreement. Yes _____ No _____
- 4. A perpetual inventory of volunteer prospects is maintained indicating name, business position, Scouting background, leadership strengths, hobbies and other interests, and associates. Yes _____ No _____
- 5. There is a plan to contact volunteer prospects as needed and invite them to accept specific positions in the district organization. Yes _____ No _____
- 6. The district executive is an active member of a service club or other community group and/or appears before such organizations in the district at least once each year. Yes _____ No _____
- 7. Operating committee chair feel responsible for recruiting their committee members and are capable of doing it. Yes _____ No _____
Number of committee chairs: _____
Number qualified: _____

**DISTRICT OFFICERS AND COMMITTEE MEMBERS
PARTICIPATING IN THE EVALUATION**

Name

Title or Position

district executive's signature

district chair's signature

district commissioner's signature

council name

date completed

district name

headquarters city

Resources in Support of Successful District Operations Evaluation:

A Handbook for District Operations, No. 34739
A Self-Evaluation Guide for Successful District Operation, No. 34207
Commissioner Fieldbook for Unit Service, No. 33621
Commissioner Service and District Operations Support, No. AV-06DVD08
Council and District Plan Book, No. 33032
District Committee Training Workshop, No. 34160
District Nominating Committee Worksheet, No. 14-33157
Neighborhood/Small Community Plan of District Operations, No. 14-402
Rural/Low-income Urban Venturing Action Ideas, No. 33628
Selecting District People, No. 34512
Training the Chartering Organization Representative, No. 4-113
The Chartered Organization Representative, No. 33118
Administration of Commissioner Service, No. 34501



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