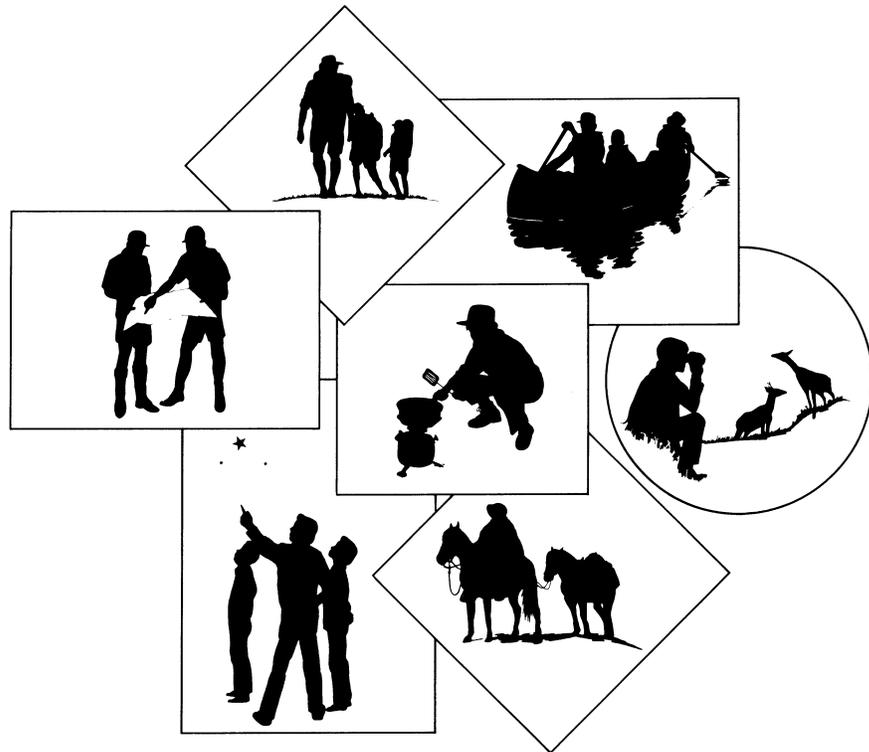


ACTIVITY PLANNING GUIDE

FOR DISTRICT AND
COUNCIL EVENTS



GULF STREAM COUNCIL
BOY SCOUTS OF AMERICA
Rev. 01/14/2021

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Introduction

The Activity Planning Guide outlines the steps and procedures to follow in planning, conducting, and closing out a District or Council event. This manual will assist the Activity Committee Chairman, Council Staff Advisor for the event, District Chairman, and the Council Vice President of Program.

It is the vision of the Gulf Stream Council to provide every youth member a safe, meaningful, fun activity. Conducting an activity in the Boy Scouts of America represents a partnership between a committee of volunteers and the policies and procedures of the Boy Scouts of America. All events, District or Council, are approved by the Council Outdoor Program Committee (COPC) with final approval of the Gulf Stream Council Executive Board. Events may not be approved or they may be cancelled if they do not comply with BSA standards.

The total financial health of the Council relies on the financial success of all events and activities, which comprise the council budget. Therefore, each activity must be self-supporting.

Controls regarding cash receipts, income, and expenses are mandated by the Accounting Guide for Non Profits of the Financial Accounting Standards Board (FASB), the Internal Revenue Service for a 501(c)3 organization, the Gulf Stream Council Executive Board, and by the National Council of the Boy Scouts of America.

Several booklets are available from the Boy Scouts of America to help specialized or specific events. For example, Recognition Meetings, Day Camp, Camporee, and Webelos Woods have their own guidebooks. These manuals serve as a secondary resource to this Activity Planning Guide. Further information is available in the Activities and Civic Service Committee Guide, No. 33082.

Steps to Planning an Activity

1 Selecting an Activity

Activities for youth and leaders are selected by a district committee in coordination with the council program committee. (COPC) Suggested events are included in the *Activities and Civic Service Committee Guide*.

It is important to keep in mind that activities or events should have specific and well-defined objectives. A training course should provide enough information to assist adult leaders in fulfilling their position responsibilities, where a camporee provides participants a method for experiencing scout fellowship, competition, skill development, and fun. Before an activity is selected, it must first be asked: does this activity take the place of regular unit programs or does it supplement programs where units may not be able to conduct this activity on their own? It is not the responsibility of a district or council to provide events just to have them. Activities are planned to assist unit leaders in providing an ideal year in Scouting for youth and families.

During the planning process, district and council activities are submitted to the COPC for review. The Executive Board has final approval of the calendar. Approved activities are

posted in the annual council calendar. Activities not included in the original calendar must be approved at least 120 days before the activity by the Council Outdoor Program Committee.

2 Recruiting a Chairman

District Activity Chairmen are appointed by the District Key 3, comprised of the District Chairman, District Commissioner and District Executive and should be in place 6 to 12 months prior to the event. Council Activity Chairmen are approved by the Council Vice President of Program, Council President, and Scout Executive. Activity Chairmen serve a one-year term and must be approved for each successive year. Following the event, the activity chairman may make a recommendation for next year's chairman. **You may not file an paperwork for an event without naming the actual chairman and other key positions as outline in the Event Info Form.**

Selecting the Date

Once a date is submitted to the Council Program Committee and it is approved and published in the annual calendar, dates for activities should not change. Just because the chairman or location is unavailable, does not constitute a valid reason for changing a date. Remember, district events are not scheduled just to have them, or because "we have always done that." If a chairman or location becomes unavailable, choose a new chairman and/or a new location.

Choosing a Location

Choosing a location can sometimes be a difficult task. Does the location provide enough parking, enough campsites and program area, does it have sanitation facilities? Is there a cost? All activities should find locations that are free or less expensive. Paying for a site can add substantial costs to the boy and family. It is not the intentions of the BSA to pay for sites just because they are "perfect." Look for sites where Scouting can make an impact. For instance, can a service project be done? In all cases, agreements should be negotiated between the event chairman, staff advisor, and the property owner. **All contracts must be signed by the Scout Executive (CEO) and only the Scout Executive.**

Choosing Key Staff

Each event requires a different number of staff. The more staff recruited the less workload each person will have to carry. Key positions such as logistics, facilities, registration, program, security, etc. should be a part of your committee. **Effective January 1, 2021, all short-term camps also require a trained Short-Term Camp Administrator.** A short-term camp is any council or district organized overnight camping program that is one, two or three nights in length where the council or its agents provide the staffing and may provide program and food services, and includes camps conducted off council properties. National training courses (i.e., Wood Badge, NYLT and O.A. events) are subject to the short-term camp requirements, regardless of format or duration. In all cases, be sure that every position has a prepared job description. **Please note that for events in Gulf Stream Council on Camp Properties a dedicated Logistics Chairman must be appointed and must meet with the staff adviser prior to the event. All NCAP standards for COPE / Climbing, Aquatics and Shooting Sports must also be followed in terms of key personnel at all district and council events.**

3 Conduct a Preliminary Planning Meeting

The Activity Chairman and Staff Adviser will conduct a planning meeting 120-150 days prior to the event. A final budget is developed as well as a registration flyer. Ordering, purchasing, and check request procedures should be reviewed and timetables established. If done properly, this meeting will produce the greatest amount of success and reduce the amount of effort needed for your event.

Review Chairman Job Description

Before a chairman can effectively begin his or her task, they must first understand what is expected of them. Each activity will require a detailed job description (Exhibit 3-1). Be sure to create a job description for each staff position. Samples of job descriptions can be found on the Event Planning page of the website.

Exhibit 3-1

Chairman Job Description

GULF STREAM COUNCIL

BOY SCOUTS OF AMERICA

BOY SCOUT TRAINING CHAIRMAN JOB DESCRIPTION

FUNCTION: Manage the adult leader training program for Boy Scout Leaders

RESPONSIBLE TO: District Training Chairman

WORKS WITH: District Training Committee, Council Training Committee and District Executive

RESPONSIBILITIES: Recruit and direct team members to accomplish these tasks:

- ❖ Attend monthly District Committee Meetings
- ❖ Help fulfill District training objectives concerning Boy Scout Leaders
- ❖ Make sure a successful Scout Leader course is conducted twice a year
 - 1 Recruit, train and direct training staff members
 - 2 Make sure course director and staff members follow the national training syllabus
 - 3 Create and distribute promotional materials to Boy Scout leaders
- ❖ Follow council budgeting and purchasing policies
- ❖ Promote district and council sponsored training courses i.e. Wood Badge, Trainer's Edge, University of Scouting and Large Event Training.
- ❖ Update and maintain District Boy Scout and Cub Scout training records and training materials.

Review Last Year's Report of the Activity

The Staff Adviser will provide any information from last year's event. Included in this information may be a close out report/event evaluation, a final budget with a forecasted budget for this year, the backdating schedule, copies of the registration flyer, attendance statistics, and purchase orders with vendor and supply details.

Build a Backdating Schedule

A backdating calendar will assist the chairman, the district executive and the event committee to keep on track for the event. It also helps ensure that items are ordered on time, materials ready, and people are in place to make the event successful. A specific schedule should be created for each activity (Exhibit 3-2). Make sure the schedule includes dates and locations of staff meetings so that the committee staff can plan accordingly. Also include checkpoint meetings between the chairman and the staff advisor.

A template can be found on the Event Planning page of the website. Note that on the template you simply need to enter the date. When you put the days out (as -180 etc), the due dates will automatically populate.

Exhibit 3-2

Backdating Schedule

ACTIVITY

-210	Recruit Chairperson
-180	Select Location, Date Submit Event Resource Guide to professional advisor so the event can be added to the calendar
-150	Recruit Committee
-120	Preliminary Planning Meeting Prepare Budget Develop Promotional Materials and distribute after approval
-90	First Committee Meeting Promote in Newsletter & Roundtable
-75	Distribute Media Releases
-60	Second Committee Meeting Promote in Newsletter & Roundtable Order Custom Items
-45	Call Units
-30	Promote in Newsletter & Roundtable Early Registration Deadline Complete material orders Third Committee Meeting
-20	2nd Call to Units
-14	Registration Deadline Reconfirm Physical Arrangements Reconfirm Staff Members
-5	Final Check on Details
0	Activity Turn in at door registration to District Executive
+7	Return Equipment Send Thank You Letters Submit Receipts for Cash Advances Host Evaluation Meeting with Staff Prepare Close Out Report with District Executive

Conduct Activity Planning Meetings

Periodic staff meetings will help to keep members informed, trained, and on track to completing their tasks. A staff meeting schedule should be included on your backdating schedule and with each staff member's job description. Be respectful of people's time and conduct efficient and productive meetings. Productive meetings include evaluating action items from the previous meeting and setting further action items to be completed by the next meeting. Your staff adviser has access to an online meeting program if that is more convenient for some or all of the members of your committee.

4 Plan Your Event

Plan your event and work your plan. Major considerations for your event plan are: Logistics, Registration, Program, Facilities, Food/Meals, Health, Safety and Security, and always everything should be compliant with Nationals Camp Standards.

Facilities

This is where you actually conduct your event. This could be on council property or on off-site location, such as a church, park, community center, even hotel or banquet facilities. Things to consider when you and your professional advisor are booking it: price, bathrooms, accommodations, location, accessibility, safety, food services, security.

Logistics

Sometimes your facilities come up short. Not enough bathrooms; no food service; the size of the venue is overly large, etc. That is where logistics comes into play. If you cannot provide a toilet for **every 15 campers or 30 people for a day event, or a shower for every 20 people camping**, you may need to rent and provide for those facilities.

Also, a 30-yard dumpster is needed whenever your group size is larger than 500 people at Tanah Keeta. Oklawaha would need a dumpster for any event as the trash is pack it in/pack it out. Costs for dumpsters and port-a-lets are built into the budget template.

If your event covers a lot of geographical territory, you might need to rent golf carts to bridge the distance in a timely manner. You'll need to deal with trash pick-up and disposal. Proper set up for your event: such as tables and chairs for program and meal areas. Logistics also is tasked with ensuring that any needed items for the event are provided in a timely manner.

Communications, such as using radios to speed service, falls under this too. Parking and transportation of gear should also be preplanned and heavily supported.

Finally, one of the most important functions of the logistics team is to ensure the everything is put back into its place and that camp is left very clean and to the standards outlined in the Keep Camp Clean checklists which can be found on the Event Planning page.

Program

This is the meat of your event. Youth and adults alike show up because of what you are offering.

The program should be age specific to your audience. Think about the aims and methods of Scouting and make sure that your program is relevant and providing for the needs to those goals. An easy check list for that is reviewing the Guide to Safe Scouting's rules and regulations.

Your program will also need to provide materials. For instance, if you are operating a shooting range, although we can provide the guns and archery equipment, you will still need to provide targets and ammunition. The program will also need to include the advancement certificates.

Above all, if the program is not fun, no one will want to go. Think outside the box and make sure that the smiles and laughter abound--so, under-promise, and over-deliver. When you are planning your program, make sure you have the resources early to provide it.

Resources are not always material. Your personnel is key. Make sure you have the staff assigned early so that you do not under deliver. In reality, your staff is probably the most important part of your entire event. Choose wisely.

Registration

Registration is the first opportunity for good impression. If your sign-in goes smoothly, it provides the foundation for the rest of your event.

Currently all registrations for all events are done through Tentaroo. Please be sure those handling the registration process are well trained in using the program. The staff advisor for your event will ensure the event is set up to your specifications, which are recorded on the event info form. Please keep in mind that a simple registration process creates less room for errors and less details that have to be maintained. For example, if you are adding meal options, advance purchase of extra items, etc – these are all areas that have to be tracked, executed and reconciled.

Registrations at the door are discouraged as much as possible, but if they do occur you want to be sure payment is made in full at that time.

It is up to the event chairman to ensure that all those checking in to an event are indeed paid in full.

On event day, it is key that the actual check-in be quick, efficient and painless for the participants. Make sure you have adequate staffing so that a smile is easy to garner from everyone.

Health/Safety and Risk Management

Often over-looked until the last minute, Health and Safety along with Risk Management can have a major impact on your program.

All district and council events are required to have a health officer who has been approved by the Health Lodge Chairman. The health officer must be qualified under our council's standards and be a registered member of BSA, with both youth protection and BSA Health Lodge Training. The Health Lodge Chairman maintains a list of health officers.

But Health and Safety doesn't end with your health officer. Inspect your entire facility for issues that might pose a threat to your staff and participants. There is a comprehensive safety checklist specific for events on the Event Planning page of the council website.

All Safety Regulations required by BSA should be strictly adhered to. These can be found in the *Guide to Safe Scouting* and *National Camping*. All key event personnel should be well versed in all of the safety guidelines for the event.

The council has a comprehensive Emergency Procedures manual which the event coordinators should read and be familiar with. Our biggest weather risk at camp is lightening, therefore if hosting spring and summer events, all individuals should be well trained in our camp's lightening procedures.

Security

The safety of our scouts and scouting families is paramount! All attendees at your event should be issued a color-coded wristband program to insure that individuals at your program are supposed to be there. Anyone found not wearing a wristband, should be directed to your registration team. Check in procedures should be posted in a key location of you are expecting day participants or visitors.

National Camp Standards

The BSA national camp standards are established to:

1. Ensure the health, safety, and well-being of every camper, leader, visitor and staff member will participate in a BSA-accredited camp.
2. Ensure that each camper and leader obtains a quality program consistent with the BSA brand.

The Gulf Stream Council's goal is to ensure that every event we schedule complies with the *BSA National Camp Standards*. The current edition of the standards can be found on the Event Planning page of the council website.

5 Create an Activity Budget

Once you have planned your event, you need to make sure you can actually hold the event. Budgets are a tool that enables you to better plan an event. Do not be afraid or consumed by the budget. Our current budget template includes three levels of attendance so that several outcomes can be analyzed. The middle attendance level should be what your goal is. The budget will be created by the Event Chairman and the Staff Adviser using the budget template as well as information from prior years' events.

Review Fees

To determine the fee for participants, you must first look to see how great the surplus was from last year. Why was there a surplus? Did donations offset fees, and would you receive those donations again? On the other hand, were expenses too low? A contingency must be planned to cover the other indirect costs or short fall of other events.

Estimate attendance based on prior years. Do not plan for 100% attendance of the eligible participants. For example, the district has 1,000 Boy Scouts, and the past five years attendance at the Camporee has been 100 – 125 Scouts. It is recommended that you conservatively plan for the same attendance.

It is important to determine expenses before setting a fee. If the expenses are too high, recalculate until a reasonable fee can be established for all participants. Include a fee structure for all participants—the plan for late participants, adult and staff fees. **Everyone who participates in an activity should pay his or her own way-- including the staff.** Staff recognition should be meaningful, but not the main expense of the budget.

Finally, when examining fees, we need to evaluate the cost versus the value. For what the event costs each participant, can that be perceived as a good value. We want to be sure our pricing is not too high so that we don't create an event that is too expensive for the average scout / scouting family.

Determine Expenses

Based on an estimated attendance, it is now possible to determine expenses. Some expenses are known (cost of a dumpster etc.) and some are estimates based on previous years' experience. Your staff adviser has an excellent working knowledge of event expenses and will guide you on these details. It is important to understand that for some items (such as shirts) you may need to order a few extra of each size to accommodate errors in size reporting. On the other hand, we don't want to over order supplies and be left with unnecessary extras. The amount left for overhead and contingency should be 20% on the bottom line.

Budget Approval

All final District activity budgets must be reviewed and approved by the Staff. All preliminary budgets are due by August of the year before the event.-Below is a sample of a typical budget “revealed” which is what the office staff sees.

Close Out

A final closeout must be submitted 14 days following the conclusion of the event. After all invoices have been paid, the Staff Advisor will request a cost center report detailing income and expenses. From that print out, a forecasted budget can be prepared and turned in with the final report.

6 EVENT PROMOTION

Early and attractive promotional materials will make an impact in the success of the event. The largest mistake an activity can make is late promotion to unit leaders. Remember, unit leaders are busy and their unit schedules fill quickly. If you want participants, then you must assist unit leaders in their planning process.

We have developed an event info form so that we can not only include it on the website but also give the information to the staff answering phones as a quick reference to help promote your event. Note, turning in the Event Info Form is required to get your event posted on the website

In addition, we now have an EVENTS tab in the main menu of the council website. On that tab is a chronological listing of our program events, with clickable links to both the event registration page and the Event Info Form so that people can see the facts for your event.

Draft Promotion Materials

Before a flyer can be distributed at roundtable or mailed to unit leaders, it must first meet a set of standards and be approved by the Staff Adviser.

When designing a flyer, be sure to include the following pieces of information:

- ❖ Your flyer should have activity information and registration details. Please use the activity form to direct participants to register online. Let them know what information they will need to register—Pack number, t-shirt sizes, ranks of youth, etc... You want them to be prepared for a successful online experience.
- ❖ Along with the activity name all flyers must have the district name, “Gulf Stream Council” and “Boy Scouts of America” on it.
- ❖ The activity information should include **who, what, when** (including the time not just the date), **where** (be specific—Tanah Keeta is a large camp as John Prince Park is a large park), **cost, what to bring, refund policy, registration deadline, and contact name and telephone number**.
- ❖ The flyer should be clean and easy to read. If more details are needed about your event consider making an Event Guide that we can post on the event page.

Payment Methods

Online payments can be made using credit card.. Payments made through the council can be by Cash or Check. Checks must be made payable to **Gulf Stream Council, BSA**. If possible, have them register online and leave items in the cart if they need to make a payment through the council (cash, transfers, etc.). Please note, we do not accept any

written credit card transactions, nor credit cards over the phone. Event registrations should be done on line through the council website.

Refund Policy

It is the policy of the Gulf Stream Council, that all fees are transferable but not refundable. However, refunds may be requested in writing, two weeks prior to the start of the event for unforeseen circumstances. Failure to participate in an activity does not warrant a refund. The Staff Adviser has the final approval for refunds for the event.

7 Making Purchases

As the activity chairman, you are responsible for the maintenance and accounting of the activity budget. It is important to review the following purchasing procedures with all staff members purchasing supplies for the event. These procedures have been established to assist council and district activity chairmen and their committees to properly account for all transactions regarding an event. **All purchases and cash advances should be routed through your Staff Advisor for your particular event.**

Purchasing Procedures

Before any purchases can be made, a request must be made to your Staff Adviser who will verify that the expense falls in the parameters of the budget. Keep in mind that expenses must be calculated based on the amount of revenue **ALREADY COLLECTED**, not revenue expected. This is why early promotion and sign up is the key component for success for your event. A Purchase Order must be completed by the Staff Adviser, which is approved by the council accounting department. Once approved the Staff Adviser will make the purchase for the event.

Purchases may be made in the following ways: Purchasing from a vendor, purchases made by a council check, and cash advances to council staff members for volunteers.

Purchasing From a Vendor

This is the preferred method of purchasing. A Purchase Order will be issued in the name of an approved vendor who will later invoice the council for payment. **So long as the vendor is a local vendor—not a national vendor; or the vendor is not including any BSA protected information on the item, they can be used.** To make the purchase, a copy of the purchase order is presented to the vendor. The vendor will provide a receipt that must be returned to the council office, attached to a second copy of the purchase order. **Remember, all vendors must submit a W-9.** Purchasing from vendors can only be done by your staff adviser.

Purchases Made by a Council Check

Checks can be issued to vendors who will not extend credit to the council or for items such as site rental or catering deposits. Back up documentation (signed contract, vendor's cost estimate, etc.) must be submitted with the check request.

Cash Advances to a Person

Checks can be issued to the staff adviser to pay for “petty cash” expenses. The cash can then be assigned out to different volunteers for purchases. Petty cash expenses are purchases made during the event to supplement materials for higher than expected attendance, unforeseen needs, small expenses that cannot be purchased through PO, or

emergencies. Cash advances will not be issued unless money has already been collected from registration or donations to support the advance.

Those receiving cash advances must submit ORIGINAL RECEIPTS along with any cash remaining within seven days following the event. UNDER NO CIRCUMSTANCES will expenses be made that exceed the amount of the cash advance. If further cash is needed an additional request must be made to the staff adviser, who will evaluate the need. Expenses exceed the cash advance will not be reimbursed.

Establishing a New Vendor

If you find a vendor in your area that you would like to work with, please inform your Staff Adviser who will contact that vendor to establish a relationship. **At no time may a volunteer negotiate a contract without the council approval.** This includes catering, entertainment, site fees, and rental fees.

Invoices and Statements

Purchases made at established vendors will be paid by the council upon the receipt of an invoice from the vendor. A statement given to the person at the time of purchase is not a bill. However, some vendors provide receipts in the form of an invoice and expect that they be returned to the council office. No payment to the vendor will be made until these "receipts" are turned into the council bookkeeping department. Therefore, with all purchases, please return receipts to your Staff Advisor as soon as the purchases are made. This will speed up reimbursements and payments to vendors.

Receiving Shipments

All orders from catalogs, patches, t-shirts, etc. should include your district and/or activity name in the "In Care of Section" of the shipping address. In most cases the orders should be shipped to the council service center, but in some cases the shipment may need to be sent to camp. Shipments should not be made to volunteer's homes.

Event Surplus Materials

All materials purchased are the property of Gulf Stream Council and should be turned in at the close of the event. This includes program supplies, patches, shirts, etc. The only exception to this is perishable food, which can be distributed at the end of the event.

Donations

Donations of supplies, food, and cash can be a great benefit to an activity. Many times, they are budget-relieving items, and are greatly appreciated. **However, it is important to receipt all donations received,** and a copy should be included in the Activity Folder. There are guidelines to be followed when donations are received: First, money saved on the budget or on a purchase order that was previously approved does not allow a person to purchase different items or go over the spending limit. In addition, if it is a cash donation, it must be properly receipted, and deposited at the council service center. To use this donation, follow the same purchasing procedures as outlined above. **Do not spend the cash just because you have it.** If the donor contacts the council with a tax relief request, the council will have no record of the gift and the donor will lose out on a much appreciated contribution.

8 Conducting the Event

If all goes well, you will have a full event and all purchases made. However, experience shows additional staff many require money collected at the event and the need for additional purchases of supplies.

Receipting Cash

A Field Receipt book will be issued by the council service center for all events. Fees collected at the activity should be properly receipted. The receipt must include date, who from, the amount, if the payment was cash or check, the activity the payment was for, and a signature of the person collecting the money. Give the white copy to the customer.

Cash collected on site may NOT be used for purchases or reimbursements. The activity chairman may use a “petty cash” fund or a Purchase Order for last minute purchases. In addition, a “change fund” and cash drawer may be requested from the council service center for a small amount of cash to be used to make change at the event. It is important to track your cash drawer with field receipts.

Return the “change fund,” cash drawer, Field Receipt book, and fees collected within seven days of the event to a council service center. The yellow copies of the receipt book should match the cash and checks submitted.

Event Specific Trading Post

Conducting an Event Specific trading post at an activity can be a blessing or a burden. It cannot compete with TK Outfitters at Tanah Keeta Scout Reservation. The activity chairman and staff adviser will need to weigh the pros and cons of having a trading post at an event. Many times, the amount of work and time involved necessary to staff, stock, and operate a trading post out weighs the profits received. However, this may be just what the activity needs to provide that special program or recognition item.

To conduct a trading post, ample supplies will be required. Using the purchasing procedures, items may be purchased for resale. To maximize profits, return all items possible and then submit the receipts for reimbursement. Be sure not to purchase items that cannot be sold in the future or returned for credit.

9 Closing out The Activity

This could be the most important step in planning and conducting the activity. Properly closing out an activity ensures that all transactions are final, bills are paid, reimbursements made, and recommendations given for improving next year’s event.

It is imperative that all transactions are completed within seven days of the event, and an evaluation completed by 14 days.

Final Transactions

Immediately following the event:

- ❖ Turn in all cash payments received.
- ❖ Turn in all vendor invoices and packing slips.
- ❖ Turn in receipts for purchases made.
- ❖ Turn in any paperwork.

Hosting an Evaluation Meeting

One of the last responsibilities of the activity chairman is to conduct a summary meeting of the event. By conducting an evaluation, the activity chairman will be able to properly evaluate the success of the event and seek recommendations for improvements for next year. Have the staff provide both positive and negative feedback. The chairman for next year would like to continue what is right and fix what is wrong.

Complete a Final Activity Report

Complete a closing report with as much detail as possible. Be sure to include final numbers, recommendation for facility, program and staff, and a suggestion for the new chairman if the current chairman does not wish to continue.

Survey

At the conclusion of the event the Staff Advisor will distribute an online survey to the event participants.

Conclusion

On behalf of the Gulf Stream Council, thank you for chairing your activity. Your participation as chairman for a youth or adult program is significant to the success of the Scouting aims and methods. Together with volunteers and council staff, we are making a difference in the lives of youth and families.

By following these procedures outlined in this manual, every youth, adult, donor, and staff can rest assured that their money was well spent, managed and used properly for the benefit of all those involved in the activity.

Thank you again for your support, leadership and enthusiasm for the Scouting program.



GULF STREAM COUNCIL ◆ BOY SCOUTS OF AMERICA

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