



BOY SCOUTS OF AMERICA

# BSA : Business Report Card

## Business ReportCard

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## Introduction

This assessment of strategic activities is a benchmark program based upon organizations that make things happen. It was developed from best practices of successful nonprofit organizations and for-profit companies, as well as data collected from years of research. It is intended to help councils to better understand activities that will help them grow and which of these activities the organization should focus upon. The assessment is not a test with right and wrong answers. Rather it provides a perspective to measure your council's strategic activities.

**Note** -- the Business Report Card is intended to assist council professional staff, the board and select volunteers in their unique decision process. This assessment should not be relied on solely in assessing the council's current situation. It is essentially a starting point for the decision-making process and strategic planning. Complete information should be gathered about the current environment, stakeholders, local marketplace, internal operations, staff and volunteers etc. before final plans and directions are developed. Much of the additional assessments and information is available through [www.myBSA.org/resources/CouncilStrategicManagement](http://www.myBSA.org/resources/CouncilStrategicManagement).

## Overall Strategic Performance Score: 488.14

**Yellow** – OK, but your council can definitely use help in some specific areas to enhance its strategic performance. There are areas of solid performance, but on the other hand there are issues that need to be tackled now to move you forward on the growth curve. Question - which mid-range activities need only a minimal nudge to increase their performance?

The **Overall Strategic Performance Score** is just that -- a summation of your responses to all assessment questions. Your Score is then compared to a benchmark which was developed based upon council best practices, council performance and financial stability. The initial comment about your Overall position should provide you a basis for interpreting the remainder of the report.

Breakdown of the three categories:

Top performers:	600.4 and above (Green)
Mid performers:	323.4 to 600.3 (Yellow)
Bottom performers:	323.3 and below (Red)

## Using the Report

The initial chart, **Strategy Map**, is formatted similar to a balanced scorecard into four perspectives plus a foundational aspect of Mission, Strategic Management and Vision. The seven Primary Focus areas are integrated within this holistic format. The first perspective is represented by two Primary Focus areas, Programs & Membership. The second perspective is represented by three Primary Focus areas of Unit Service, Marketing, and Administration. Administration is further divided into sub-focus areas of Human Resources, Office Systems, Technology, Innovation and Risk Management. The third perspective is represented by the Primary Focus area of Finance with further sub-focus areas of Fiscal Management, Fundraising and Endowment. The final perspective is represented by Leadership and Governance with further sub-focus areas of Council Leadership, District Leadership, and Unit Leadership. Scores for each Primary Focus areas are presented with a shading of red, yellow or green; and the sub-focus areas within each Primary Focus will also have its own unique score. Obviously the coloring indicates the urgency of attention that should be given to the respective activity. Even if you find a score acceptable, please review the individual activities within the sub-focus area as there might be some significant issues that require your attention.

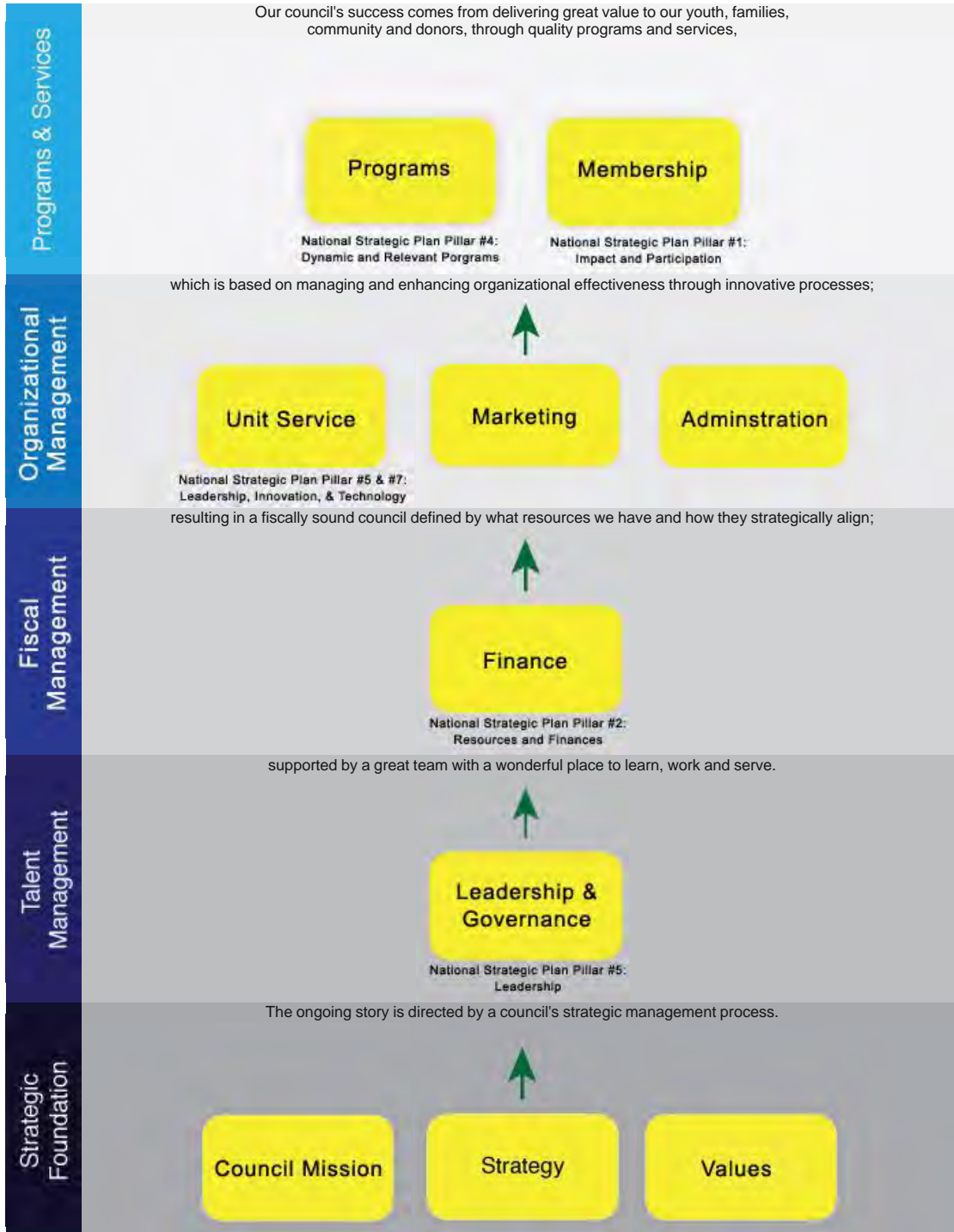
Since the **Strategy Map** is based upon a balanced scorecard format, the activities represented are interrelated and support each other. The **Map** describes the strategic story of a council:

- Our council's success comes from delivering great value to our youth, families, communities and donors through quality programs and services,
- which is based on managing and enhancing organizational effectiveness through innovative processes;
- resulting in a fiscally sound council;
- supported by a great team with a wonderful place to learn, work and serve.

This is an ongoing story directed by the council's strategic plan as it drives towards its vision based upon a thoroughly understood mission/ purpose.

**Note** -- the key issues described within the seven pillars of National Council's 2011 to 2015 strategic plan are integrated within the six Primary Focus areas. Employing the Primary Focus with the respective sub-focus areas provides a more granular representation of council strategic operations.

The **Map** describes the strategic story of a council:



## Interpreting Your Report

The Business Report Card is the initial step in understanding the strategic position of a council -- it is not the ultimate or endpoint. Certain scores within the Report may suggest additional assessments should be undertaken to develop a more thorough perspective for rectifying a problem area. The assessments are either available on the CSM website or may be ordered. Whatever may be necessary, endeavor to provide sufficient information to your strategic planning Task Force teams.

To develop a better understanding of the data and overall structure of the Report, please complete the following chart as this process will help you and your team get closer to the data. The real true benefit from the data are that it provide a solid foundation for your team to employ its skill and talent through insightful interpretation of what the data represents to your Council.

First gather the **Focus Area Total** (cumulative mean score) for each Focus Area and record it in the appropriate box. Then record the **Benchmark Variance** (% gap with benchmark) for the respective Focus Area Total. Remember to include any negative signs. Finally rank based upon the largest negative **Benchmark Variance** to highest positive variance. (The benchmarks are based upon qualitative research depicting councils with solid performance.)

The benchmarks are based upon the scores of actual councils recorded during the period September 2009 through July 2010. Quantitative analysis was conducted to organize the data into standard deviation groupings. Using this information, a benchmark for the top performing 16% was set (green) and the bottom 16% (red).

Consider initially focusing on the top two largest negative scored Focus Areas by collecting more information, data and assessments to validate the rankings. Also use this information as you begin the strategic planning process.

Focus Area	Cumulative Mean Score	% Gap with Benchmark	Rank
Mission - Vision			
Programs			
Membership			
Unit Service			
Marketing			
Administration			
Finance			
Leadership and Governance			
<b>Overall Strategic Performance Score</b>			

Based upon the rankings, consider further scrutiny of the top two areas. Typically an organization does not have the resources or time to tackle all issues that it faces. Therefore working on the top two issues in the current planning period will enhance the chances for success.

The pages following the **Strategy Map** are the details that provide support. A basic description of the strategic foundation is developed first by evaluating a Council's understanding of its Mission, where it is headed (Vision) and how it is planning to get there (Strategic Management). Next, the first Primary Focus activity area, Programs, is presented followed by the other Primary Focus activities as depicted in the **Strategy Map**. Each area is supported with an opening Description of the category. A composite score is provided with comparison to the benchmark of a high- performing council. Depending upon the score, an indication of whether the council's activities are strategically enhancing growth (green), limiting growth (yellow) or strategically standing still (red) is provided. Then the specific questions from the survey with the council's mean score from all respondents that participated in the survey process. Also in a number of instances you will note there may be two questions that are similar in content. In those cases, Professionals were asked questions with metric responses; and Volunteers & Others were asked a similar question with preference type of responses (strongly disagree to strongly agree).

Remember the survey is based upon a 7- point Likert scale from Strongly Disagree to Strongly Agree. The questions should help the strategic planning team to better understand the sub- focus activities. Following each question is a number within a parenthesis. This number represents that number of respondents that selected "Don't Know." From a managerial perspective, if this number is large in respect to the number of people taking the survey, the scout executive or council president should explore the situation further if it is believed the information should be a known commodity within the council.

**Example:** Our Council's mission statement is basis for all significant decisions while our vision statement provides the direction for our Council. (5)

## Description

Understanding Purpose - A mission statement is useful for putting the spotlight on what purpose the council exists as defined by the Boy Scouts of America and the customer (youth) needs it is presently endeavoring to serve. It keeps you headed in the right general direction. However a vision statement provides a direction towards the company's future business makeup and where the organization is headed. It should provide long- term direction, delineate how the council can strive to become a high-performance council, and infuse the organization with a sense of purposeful action. The following are individual questions from the assessment with your responses that compose the Mission- Vision strategic activity.

Remember the scores are on a seven- point scale.

	Primary Focus Area	Sub Focus Area	Professionals	Volunteers & Others	Council
All board members are in total agreement on the primary mission of our Council. <b>(30)</b>	Mission & Vision	Mission	5.75	5.02	5.08
Our Council's mission statement is basis for all significant decisions while our vision statement provides the direction for our Council. <b>(18)</b>	Mission & Vision	Mission	5.75	5.34	5.37
For the past 2 years, all major board and staff decisions have been focused on impacting mission needs versus organizational needs which are secondary. <b>(25)</b>	Mission & Vision	Mission	5.25	4.45	4.51
We have developed a clear vision of what our Council will look like in 5 to 10 years from now. <b>(27)</b>	Mission & Vision	Vision	4.67	4.06	4.09
For each of the past 3 years, we have established goals so that as we move towards our vision all action is measurable. <b>(19)</b>	Mission & Vision	Vision	6.00	4.86	4.94
Our Council's top management is solidly committed to an annual strategic planning process. <b>(18)</b>	Mission & Vision	Strategic Management	5.00	5.00	5.00
We have conducted a consistent quarterly strategy review process for each period during the past 2 years. <b>(29)</b>	Mission & Vision	Strategic Management	4.25	4.28	4.27
Every goal and objective in our strategic plan has assigned a volunteer and staff advisor for accountability of successful completion. <b>(27)</b>	Mission & Vision	Strategic Management	4.75	4.76	4.75
We have service area and department operational plans that cascade up into the council's strategic plan. <b>(28)</b>	Mission & Vision	Strategic Management	3.67	4.62	4.57

Sub Focus Areas	Council	Professionals	Volunteers & Others
Mission	14.96	16.75	14.82
Vision	9.03	10.67	8.92
Strategic Management	18.60	17.67	18.65

**Focus Area Total : 42.59**

Benchmark Variance : -24.28%

## About Your Score

This support activity demonstrates the council is somewhat aligned in purpose and organizational growth.

Having a clear understanding of council purpose, shared vision and values is critical for council success.

A consensus surrounding this understanding is critical for developing both short- term and long- term planning.

**Description**

Programs is a broad category that basically covers the "mission" of the BSA -- what "products" & services the council is delivering to its constituents. This focus area aligns with the Journey to Excellence Program objective which covers youth advancement, camping and community service. The other six focus areas are in place to support the effective delivery of the BSA mission as defined in this focus area.

	Primary Focus Area	Sub Focus Area	Professionals	Volunteers & Others	Council
Within the past 2 years, the Council leadership has utilized an independent panel to conduct a comprehensive property and facility usage analysis. <b>(39)</b>	Programs		3.33	5.10	4.94
All the Council's long- term resident camps have been fully accredited for each of the past 2 years. <b>(9)</b>	Programs		7.00	6.53	6.56
On the average for the past 2 years, all participants have been <b>very satisfied</b> with the outdoor program they attended. <b>(7)</b>	Programs		5.75	5.51	5.52
Last year, the Cub Scout attendance in day camp and resident attendance was approximately ____%. <b>(1)</b>	Programs		%		5.29
I believe that the Cub Scout attendance in day camp and resident camp last year was at least 20%. <b>(17)</b>	Programs			5.29	
Last year, the Boy Scout and Varsity Scout attendance in long- term camp and high- adventure camp was approximately ____%. <b>(1)</b>	Programs		%		5.16
I believe that the Boy Scout and Varsity attendance in long- term and high- adventure camps was at 50% last year. <b>(17)</b>	Programs			5.16	
The amount of community service provided by scouts, leaders and other participants, as measured in hours per youth member, is approximately _____. <b>(1)</b>	Programs				5.35
There is no doubt that the amount of community service provided by everyone in the Council increased this year over last year. <b>(20)</b>	Programs			5.35	
During the last year, what percentage of Cub Scouts <b>advanced at least one rank?</b> <b>(1)</b>	Programs		%		4.83
During the last year, the number of Cub Scouts advancing one rank has definitely increased. <b>(25)</b>	Programs			4.83	
During the last year, what percentage of Boy Scouts advanced one rank? <b>(1)</b>	Programs		%		4.98
During the last year, the number of Boy Scout advancing one rank has definitely increased. <b>(22)</b>	Programs			4.98	

Council	Professionals	Volunteers & Others
42.64	16.08	42.75

**Focus Area Total : 42.64**

Benchmark  
Variance : -15.23%

**About Your Score**

This support activity demonstrates the council is somewhat effectively delivering the mission of the Boy Scouts of America to the youth in its community. Further analysis is required to determine where there are improvement opportunities in ensuring a quality experience for its youth members.

## Description

This focus area aligns directly with the Journey to Excellence Membership objective and deals with market share, growth and retention.

	Primary Focus Area	Sub Focus Area	Professionals	Volunteers & Others	Council
The strategy to assist low unit performers improve has been methodically implemented and monitored on a quarterly basis. <b>(16)</b>	Membership		4.00	3.62	3.65
For each of the units, Council leadership has developed a comprehensive profile including member growth, retention, and advancement performance. <b>(10)</b>	Membership		4.50	4.61	4.60
We fully employ our competitive advantage(s) for delivering value to the youth target markets. <b>(10)</b>	Membership		4.00	4.20	4.19
There has been at least a 3% growth in underserved market membership for each of the past 2 years. <b>(2)</b>	Membership		2.00		4.31
There is an active committee to address outreach membership/ participation in underserved markets. <b>(18)</b>	Membership			4.45	
During the recharter year, unit serving executives conducted 100% of the charter organizational head visits. <b>(22)</b>	Membership		3.33	3.53	3.52
Currently our Council's market penetration (density percentage) of the local youth market including traditional members and Explorers is: <b>(1)</b>	Membership		%		3.58
In each of the past two years, the Council's market penetration (market share) has <b>increased</b> . <b>(22)</b>	Membership			3.58	
Considering last year to now, our Council has increased the number of registered youth (traditional and Explorers) by: <b>(1)</b>	Membership		%		3.60
We have definitely increased the number of registered youth (traditional and Explorers) this year over last year. <b>(17)</b>	Membership			3.60	
Considering last year to now, our retention rate of traditional scouting members is a solid ____ % <b>(1)</b>	Membership		%		5.00
Our Council's retention rate for traditional scouting members is at least 60%. <b>(13)</b>	Membership			5.00	

Council	Professionals	Volunteers & Others
32.45	17.83	32.59

**Focus Area Total : 32.45**

Benchmark  
Variance : -28.33%

## About Your Score

This support activity demonstrates the council is somewhat limited in its ability in obtaining and maintaining the council's goals for growth and retention.

**Description**

Unit service is about improving the ratio of leaders to youth at all levels of the council. Smaller groups with quality leaders greatly improve the scouting experience and enhance retention. This focus area aligns directly to the Journey to Excellence Unit Service objective which measures the leadership ratios to youth at the council, district and unit levels.

	Primary Focus Area	Sub Focus Area	Professionals	Volunteers & Others	Council
What percentage of the districts are achieving the Quality District or Journey to Excellence Award? (1)	Unit Service		%		4.56
I believe that <b>at least 60%</b> of the districts are achieving the Quality District or Journey to Excellence Award. (14)	Unit Service			4.56	
What percentage of the Council <b>support committees</b> are fully functioning as well- managed teams? (1)	Unit Service		%		4.35
At a minimum, <b>at least 60%</b> of the Council support committees are fully functioning as well-managed teams. (21)	Unit Service			4.35	
During the past 2 years, all of the Council support committees have achieved <b>at least 75%</b> of their annual goals/ objectives. (35)	Unit Service		5.00	4.41	4.44
Our Council is in the process of ensuring that all direct contact leaders are sufficiently trained for their position. (8)	Unit Service		5.50	4.98	5.02
Our Council has increased the amount of commissioner service over last year as measured by the number of units to registered commissioners to: (1)	Unit Service		%		4.32
Our Council has solid commissioner service that exceeds BSA National minimums of 8 units for each commissioner. (13)	Unit Service			4.32	
Since using UVTS v2.0, our Council unit visitations by commissioners visitation rate has increased to: (1)	Unit Service				4.45
Since using UVTS v2.0, our Council unit visitations rate by commissioners has greatly increased. (25)	Unit Service			4.45	
Our Council staffing ratio, on the average, of youth serving executive to Total Available Youth is: (youth serving = district serving or field director) (1)	Unit Service		1 to		4.27
I strongly believe <b>all</b> our youth serving executives are effective due to the manageable number of the total available youth they can potentially serve. (9)	Unit Service			4.27	

Council	Professionals	Volunteers & Others
31.41	10.50	31.34

**Focus Area Total : 31.41**

Benchmark  
Variance : -24.31%

**About Your Score**

This support activity demonstrates the council is somewhat limited in its ability in obtaining and maintaining the ratio of leaders to youth established by the council.



**Description**

The Marketing focus area represents both the internal and external communications required to effectively articulate the mission and related support to all council stakeholders and the community at-large.

A council must be structured so that necessary information is delivered to the appropriate personnel. Good ideas or customer needs should not/ cannot fall "through the cracks" in a growing organization. Does an effective procedure exist for the flow of information?

An effective marketing strategy will enable the council to concentrate its limited resources on the greatest opportunities to increase enrollment, contributions, and achieve a sustainable competitive advantage. The council's marketing strategy should be centered on success in the satisfaction indicators of the council's key stakeholders.

	Primary Focus Area	Sub Focus Area	Professionals	Volunteers & Others	Council
All marketing communication is <b>clearly on point</b> by effectively describing the "mission" of the Council. <b>(11)</b>	Marketing		6.00	4.71	4.80
During the last 12 months, the Council received, on the average, at least <b>one</b> impression/ exposure <b>per month</b> in local media. <b>(14)</b>	Marketing		6.50	4.82	4.93
A very compelling case statement for the Council is employed by staff and volunteers to develop support from the community. <b>(17)</b>	Marketing		6.25	4.71	4.82
There is a board- approved marketing plan with sufficient <b>funding</b> and <b>manpower resources</b> in place to implement. <b>(29)</b>	Marketing		5.00	4.20	4.27
The Council effectively utilizes <b>annual</b> donor surveys to learn about their needs and preferences. <b>(25)</b>	Marketing		4.50	3.89	3.94
All key stakeholders are surveyed annually for their input on programs and services. <b>(25)</b>	Marketing		5.00	3.70	3.81
Key Stakeholders (families and adult volunteers) clearly understand the value of Council services by responding annually with solid financial support. <b>(7)</b>	Marketing		5.00	4.08	4.14
Our volunteers in our council provide input into council operations through a regularly administered satisfaction survey. <b>(13)</b>	Marketing		5.67	3.39	3.50
Our youth have consistently indicated an improvement in their overall satisfaction of council programs as registered through a survey process. <b>(22)</b>	Marketing		4.67	3.60	3.66

Council	Professionals	Volunteers & Others
37.87	48.58	37.10

**Focus Area Total : 37.87**

Benchmark  
Variance : -26.39%

**About Your Score**

This support activity demonstrates the council is somewhat effective in its marketing strategies to both its internal and external customers. Further analysis is required to determine those strategies necessary for improving in this area.

**Description**

Administration are the core "back- office" support areas that are required to insure the mission is delivered effectively and efficiently using the most current industry best practices. This area involves the internal business processes that must be in place for an organization to deliver value to its customers. Infrastructure also must exist for equipped employees to participate in the value- chain process. There are the five following support areas: Human Resources, Technology, Risk Management, Innovation, and Office Systems.

**Human Resources** – are the support and programs in place to meet the salary and benefit needs of the council's employees, in compliance with state and federal laws.

**Technology** – appropriate technology is critical for any organization that wants to compete strategically. Having technology is not the question, but its proper application is.

**Risk Management** – Policies, procedures, and practices involved in identification, analysis, assessment, control, and avoidance, minimization, or elimination of unacceptable risks. A council should use risk assumption, risk avoidance, risk retention, risk transfer, or any other strategy (or combination of strategies) in proper management of future events.

**Innovation** – a strategically growing council must have in place processes to initiate innovation. A not- for- profit competing in the United States marketplace cannot "rest on its laurels" for very long before a competitor will displace it. Councils need programs for innovation and constant reinvigoration of new ideas and processes.

**Office Systems** – Many times this is an oft overlooked area because much is taken for granted. However, a strategically growing council is diligent in putting in place critical office functions and procedures, maintenance of payroll and legal documents, and all appropriate manuals. Once these items are established a regular program for review should be developed.

	Primary Focus Area	Sub Focus Area	Professionals	Volunteers & Others	Council
The Scout Executive consistently meets all deadlines based upon Board priorities. <b>(32)</b>	Administration	Human Resources	5.75	4.42	4.55
All staff have balanced SMART goals that directly relate to the Council's strategic plan. <b>(19)</b>	Administration	Human Resources	5.50	4.62	4.69
At least <b>quarterly</b> , all staff must report performance as it relates to their balanced SMART goals. <b>(28)</b>	Administration	Human Resources	6.50	5.38	5.48
Employee turnover is extremely low in our Council. <b>(9)</b>	Administration	Human Resources	3.00	2.88	2.89
All of our professional staff are 100% up to date on their required training which includes a minimum of one personal development training opportunity annually. <b>(33)</b>	Administration	Human Resources	4.00	4.74	4.68
The Council has a <b>thoroughly</b> comprehensive technology plan which includes effective strategies for all IT issues. <b>(22)</b>	Administration	Technology	3.50	3.54	3.54
The Council consistently utilizes all Scoutnet applications. (GL, fundraising, on- line rechartering, on- line advancement, and on- line contributions) <b>(20)</b>	Administration	Technology	6.50	4.94	5.06
All aspects of adult membership records are <b>comprehensively</b> maintained. (employer, Scouting history, ethnicity, and email address) <b>(16)</b>	Administration	Technology	5.25	3.58	3.70
Through utilizing technology, our Council has an effective communication process for keeping all customers/ stakeholders well informed. <b>(8)</b>	Administration	Technology	6.00	4.13	4.28
Suitable insurance is in place that is professionally reviewed <b>annually</b> to ensure appropriate coverage exists for all aspects of Council operations. <b>(32)</b>	Administration	Risk Management	6.25	6.06	6.08
Our council has an active risk management committee, as defined as meeting at least quarterly, with appropriate subject matter experts as members. <b>(47)</b>	Administration	Risk Management	4.50	5.42	5.35
From our annual on- site audit of all properties, the Council reviews recommendations and takes appropriate corrective steps. <b>(29)</b>	Administration	Risk Management	5.00	5.29	5.27
People in our Council develop many good ideas on their own. <b>(10)</b>	Administration	Innovation	5.50	5.44	5.44
Council leadership <b>thoroughly embraces</b> creative thinking and fresh ideas. <b>(6)</b>	Administration	Innovation	5.25	4.13	4.19
We thoroughly understand our competitors' strengths and weaknesses. <b>(17)</b>	Administration	Innovation	5.00	4.26	4.30
Our staff and volunteers typically collaborate well on new projects. <b>(8)</b>	Administration	Innovation	5.00	4.97	4.97
Members have consistent access to a well stocked Scout shop with all the supplies they need. <b>(3)</b>	Administration	Office Systems	6.20	6.01	6.03
The Council maintains an easily retrievable central database of all records (personnel, legal, and fiscal). <b>(1)</b>	Administration	Office Systems	5.75	3.59	3.75
The Council's records management processes successfully meets all guidelines. (retention, destruction, privacy, etc) <b>(30)</b>	Administration	Office Systems	6.25	4.49	4.65

<i>Sub Focus Areas</i>	Council	Professionals	Volunteers & Others
Human Resources	22.28	24.75	22.04
Technology	16.57	21.25	16.19
Risk Management	16.70	15.75	16.77
Innovation	18.91	20.75	18.80
Office Systems	14.43	18.20	14.09

**Focus Area Total : 88.89**

Benchmark Variance : -24.28%

### About Your Score

This support activity demonstrates the council is somewhat effective in its "back-office" support. Further analysis is required to determine those strategies necessary for improving in one or more of the four parts in this focus area: Human Resources, Technology, Risk Management, Innovation, or Office Systems.

## Description

The Finance focus area represents the procurement of the required resources necessary for high impact mission delivery and support as well as the appropriate management of the those resources. Using the Financially Sustainable Council model, Finance answers the three questions: do we have enough resources, are we using the resources appropriately, and are we accounting for the resources properly as determined by industry standards and regulatory agencies?

There are three support areas: Fiscal Management, Fundraising, and Endowment.

**Fiscal Management** references the management of the council's resources from an effective, efficient, economic perspective. That those resources are accounted for accurately, timely, and in conformance to all regulatory agency requirements.

**Fundraising** describes the council's ability to generate enough resources, especially cash, to insure the council fully enabled to execute its mission.

**Endowment** is about growing permanently restricted gifts to provide a steady source of income to meet future needs.

	Primary Focus Area	Sub Focus Area	Professionals	Volunteers & Others	Council
During the past two years, the Operating Fund's unrestricted net assets have been positive and increasing. <b>(41)</b>	Finance	Fiscal Management	6.00	5.18	5.26
During <b>each</b> of the past three years, the annual budget included a 3-5% contingency surplus. <b>(1)</b>	Finance	Fiscal Management	5.25		4.97
Over the last 2 years, the Council's budget consistently included a small surplus. <b>(42)</b>	Finance	Fiscal Management		4.92	
During each of the past 2 years, the annual camping program consistently operated at better than breakeven (including indirect expenses). <b>(2)</b>	Finance	Fiscal Management	6.67		5.37
On the average over the last 2 years, all our camping programs consistently pay for themselves when all costs are considered. <b>(27)</b>	Finance	Fiscal Management		5.28	
The total <b>unrestricted net liquid assets</b> in all three funds are sufficient enough to cover _____ months of operating expenses. <b>(1)</b>	Finance	Fiscal Management	months		4.92
Our Council has a strong, liquid cash position. <b>(40)</b>	Finance	Fiscal Management		4.92	
Any short- term debt incurred within the Operating Fund is <b>always fully</b> repaid within the calendar year. <b>(44)</b>	Finance	Fiscal Management	6.67	5.20	5.36
The Council has an effective process in place to monitor unit costs of <b>all programs</b> through the documentation of staff time and direct expenses. <b>(34)</b>	Finance	Fiscal Management	6.33	4.79	4.92
The Council's liquidity ratio in the <b>Operating fund</b> is: <b>(1)</b>	Finance	Fiscal Management	1 to		5.14
I believe the Council has more operating cash in the bank than it has current bills to pay. <b>(38)</b>	Finance	Fiscal Management		5.14	
During the past 2 years, the Council's revenue exceeded expenses in: <b>(1)</b>	Finance	Fiscal Management	years		3.46
On the average over the past 2 years, our Council's income has always been <b>greater</b> than expenses. <b>(36)</b>	Finance	Fiscal Management		3.46	
At least one, effective, full- time fundraising professional Scouter is on staff at all times. <b>(25)</b>	Finance	Fundraising	6.00	5.21	5.28
We have sufficient district- level fundraising volunteers that possess appropriate skills to perform their duties. <b>(12)</b>	Finance	Fundraising	3.67	3.61	3.62
Our Council always has sufficient active fundraising committees that address the needs of all Funds (operating, capital, and endowment) as part of the total fund- raising process. <b>(15)</b>	Finance	Fundraising	4.75	4.31	4.34
On the average over the past 2 years, Fundraising (total direct support) has increased a minimum of: <b>(1)</b>	Finance	Fundraising	%		3.90
During the past 2 years, the Council's Fundraising (total direct support) has been steadily increasing. <b>(26)</b>	Finance	Fundraising		3.90	
During the past 2 years, the revenue generated for the capital fund (contributions and/ or investment income) consistently exceeded the amount recorded for depreciation of all capital assets. <b>(1)</b>	Finance	Fundraising	4.00		4.41
Due to consistent contributions and investment income of the capital fund, there will be enough money accumulated to replace capital assets as needed. <b>(30)</b>	Finance	Fundraising		4.43	
Our Council has well established program- development goals that define how much income is required from new sources for current year. <b>(1)</b>	Finance	Fundraising			4.12
Without a doubt, Council generated net contributions into the Operating Fund have increased over the prior year. <b>(33)</b>	Finance	Fundraising		4.12	

On the average during each of the past 2 years, the earnings on the endowment fund has been able to produce ____ of the total operating budget. <b>(1)</b>	Finance	Endowment	%		
During the past 2 years, there have been consistent earnings on the endowment fund which have been able to provide reasonable support to the operating budget. <b>(41)</b>	Finance	Endowment		5.60	5.60
During any of the past 2 years, the council has not taken more money from the endowment fund than the council's spending policy allows. <b>(45)</b>	Finance	Endowment	6.50	5.64	5.77
For the current year, our planned- giving committee has successfully increased the amount of annual permanently restricted gifts to the endowment fund. <b>(1)</b>	Finance	Endowment			5.32
Our Council's currnet fund- raising activities have resulted in an increase of premanently restricted gifts into the Endowment Fund over last year. <b>(47)</b>	Finance	Endowment		5.32	

<i>Sub Focus Areas</i>	Council	Professionals	Volunteers & Others
Fiscal Management	39.40	30.92	38.89
Fundraising	25.67	18.42	25.59
Endowment	16.69	6.50	16.55

**Focus Area Total : 81.76**

Benchmark Variance : -19.96%

### About Your Score

This support activity demonstrates the council is somewhat limited in its ability in obtaining and managing the required resources (cash and other) for effective mission delivery. Further analysis is required in the areas of fiscal management, fundraising, and endowment to determine those strategies for improving in this area.

**Description**

Leadership and Governance represents the oversight strategies and structure the council must have in place for insuring high performance in the execution of the BSA mission. Leadership and Governance also covers strategies and support related to the finding, developing, leading, and evaluating both employees and personnel are addressed at the council, district and unit levels in this focus area. This focus area aligns to the Journey to Excellence Leadership and Governance objective which measures training and recruitment of leaders at all levels of the council.

	Primary Focus Area	Sub Focus Area	Professionals	Volunteers & Others	Council
Monthly, the Treasurer and/ or Finance oversight committee thoroughly reviews all general ledger generated statements (Statements of Financial Position, Operating Statement, and Changes in Net Assets). (39)	Leadership and Governance	Council	6.00	5.37	5.45
Based on the <i>Planned Budgeting Model</i> , the board approves a budget that appropriately allocates funds to major priorities as identified in our current strategic plan. (41)	Leadership and Governance	Council	6.33	5.22	5.33
Through FOS, every member of the board has made a <b>meaningful individual</b> financial commitment to our Council. (34)	Leadership and Governance	Council	4.25	4.91	4.84
An integral part of our strategic planning process is the development of a comprehensive three to five year financial plan to ensure the Council's stability. (27)	Leadership and Governance	Council	6.00	5.31	5.37
At least quarterly, the Council reviews performance and updates its comprehensive strategic plan. (37)	Leadership and Governance	Council	4.00	5.24	5.09
Our Council has clearly defined succession plans in place for all board officer positions. (40)	Leadership and Governance	Council	5.00	3.85	4.00
Each year, the board has reviewed the survey results of employee morale. (46)	Leadership and Governance	Council	3.25	3.50	3.46
There is a comprehensive annual training program on understanding and using Council financial statements for all board members. (48)	Leadership and Governance	Council	4.33	4.20	4.22
What percent of the current board has served less than 12 months? (0)	Leadership and Governance	Council	10.00%		4.79
Our council has been very successful at recruiting at least three new board members annually. (38)	Leadership and Governance	Council		4.74	
The board has recruited sufficient <b>fiscal</b> talent and skills to support Council operations. (32)	Leadership and Governance	Council	5.25	5.37	5.36
Appropriate legal skills have been recruited to provide necessary advice in <b>all</b> situations. (34)	Leadership and Governance	Council	6.25	5.52	5.59
The Executive Board and Committee approves the ScoutNET generated GL financial statements at every meeting. (46)	Leadership and Governance	Council	6.50	5.63	5.78
All roles, goals, and responsibilities of every <b>council-level volunteer</b> are clearly articulated. (20)	Leadership and Governance	Council	3.75	4.22	4.18
The demographics of <b>Council-level</b> volunteers are very similar (mirror) to the diversity of the communities they serve. (25)	Leadership and Governance	Council	5.50	4.55	4.63
The board takes a strong leadership role in all aspects of Council finances through utilizing an active treasurer. (34)	Leadership and Governance	Council	6.50	5.44	5.56
The officers are fully engaged and empowered to fulfill their roles. (33)	Leadership and Governance	Council	5.50	5.03	5.08
The Council's geographic territory has the capacity to meet the Council's vision. (23)	Leadership and Governance	Council	6.50	5.14	5.25

We implement a regular program for collecting and assessing information concerning general trends (e.g. demographics, technology, lifestyles) that might affect our operations. <b>(39)</b>	Leadership and Governance	Council	3.67	4.93	4.81
The Council leadership has solid/ meaningful relationships with at least <b>three key</b> decision- makers in the Council's territory. <b>(30)</b>	Leadership and Governance	Council	6.25	5.41	5.49
All members of our board have been trained in the essentials of their position: <b>(0)</b>	Leadership and Governance	Council	All Key 3 Orientation and some Board Orientation attendance		4.61
I am fairly certain that all board members have been thoroughly trained in the essential of their position. <b>(22)</b>	Leadership and Governance	Council		4.60	
<b>District level</b> volunteers definitely represent the diversity of their community. <b>(9)</b>	Leadership and Governance	District	6.00	5.30	5.34
All roles, goals, and responsibilities of each <b>district- level volunteer</b> are clearly articulated. <b>(7)</b>	Leadership and Governance	District	4.75	4.18	4.22
During the past 2 years, the number of board approved field staff members has been the same or increased. <b>(28)</b>	Leadership and Governance	District	5.25	4.50	4.57
During the past 2 years, the overall satisfaction level of the volunteers has increased year- over- year. <b>(11)</b>	Leadership and Governance	District	5.00	3.66	3.73
During <b>each</b> of the past 2 years, volunteers were recognized for their time and efforts. <b>(3)</b>	Leadership and Governance	District	6.00	5.00	5.06
At all <b>district- level</b> operations, a high degree of support exists as a result of the appropriate number of volunteers as measured by the average number of volunteers on the district committees is: <b>(1)</b>	Leadership and Governance	District			3.35
A high degree of support exists at all district- level operations because the appropriate number of volunteers are in place. <b>(5)</b>	Leadership and Governance	District		3.35	
The percentage of direct contact leaders who are properly trained for their position is: <b>(1)</b>	Leadership and Governance	Unit	%		5.37
I believe that at least 20% of our direct contact leaders are properly trained for their positions. <b>(5)</b>	Leadership and Governance	Unit		5.37	

Sub Focus Areas	Council	Professionals	Volunteers & Others
Council	98.89	105.83	98.17
District	26.27	27.00	25.99
Unit	5.37		5.37

**Focus Area Total : 130.53**

Benchmark Variance : -22.03%

### About Your Score

This support activity demonstrates the council is somewhat effective in council oversight and in the recruitment, training and retention of leadership at all levels of the council. Further analysis is required to determine those strategies necessary for improving in this area.

**Description**

The following information indicates who took this assessment from a demographic perspective.

My affiliation with the Boy Scouts of America is as a:	
Volunteer	64
Staff	2
Management	1
Board Member	6
Total number of respondents	82

Length of time in my current position:	
Less than one year	6
One to three years	18
Three to five years	9
Five to ten years	17
More than ten years	23

Other board or staff position held:	
Council officer	4
Council member	1
Council- level committee member	1
Commissioner	12
District- level officer	12
District- level committee member	23
Member- at- large	3
ASM	3

Total length of time serving/ working for BSA:	
Less than one year	
One to three years	2
Three to five years	4
Five to ten years	11
More than ten years	55

**What is your home district?**  
 Abnaki, Abnaki, Abnaki, Abnaki, Abnaki, Abnaki, Abnaki, Arrowhead, Arrowhead, Arrowhead, arrowhead, Arrowhead, Arrowhead, Arrowhead, arrowhead, Arrowhead, Arrowhead, daniel webster council , Dwc, Great Northern, Great Northern, Historic, Historic, Historic, Historic, Historic, Historic , Historic, Historic, Historic, Historic, Massabecic, Massabecic, Massabecic, Massabecic, Massabecic, Massabecic, massabecic, Massabecic, Massabecic, Massabecic, Massabecic, Massabecic, Massabecic, mt monadnock, Mt Monadnock, Mt Monadnock, Mt Monadnock, Nutfield, nutfield, nutfield, Nutfield, Sunap, Sunapee, Wanalancit, Wanalancitt, wannalancit, Wannalancit, Wannalancit, wannalancit, Wannalancit, Wannalancit, Wannalancit, Wannalancit, Withlacouchee