

CRITERIA AND STANDARDS FOR AN EFFECTIVE GIRL SCOUT COUNCIL
BENCHMARKS, EXPECTATIONS, MEASURES AND CHECKLISTS

Name: Western Ohio

Code: 240

Criterion I: Mission Delivery

A chartered Girl Scout council maximizes delivery of the Girl Scout mission by engaging and supporting volunteers to provide a nationally consistent quality leadership experience that achieves positive girl outcomes and reaches increasing numbers of girls.

Standard 1

Girl program throughout the council provides the benefits of the Girl Scout Leadership Experience and demonstrates the Girl Scout Promise and Law in action.

Measures:

1.1.1 Girl engagement in the Girl Scout Leadership Experience is reflected in council goals and award sales

Expectation: The council shows progress toward council goals related to the implementation of Girl Scout leadership materials as measured by the increasing council sale of journey awards.

Council data

Year	Daisy	Brownie	Junior	Cadette	Senior	Ambassador	Total
2010	1,344	675	269	246	18	6	2,558
2011	2,004	1,812	1,212	992	384	180	6,584

Benchmark:

Fifty percent (50%) of girl members at all age levels earn a journey award each year.

Council data

Year	Daisy	Brownie	Junior	Cadette	Senior	Ambassador	Total
2010	10.8%	4.7%	2.5%	3.1%	1.0%	0.6%	5.2%
2011	16.1%	12.7%	11.4%	12.5%	20.3%	19.0%	13.4%

Score

In Progress	Meet Expectations	Meet Benchmark	Exceed Benchmark
X			

Continued increase from 2010-2011 in journey award sales across all Girl Scout grade levels. Monthly support to leaders through a resource called Take the Lead that shows how to link journeys to the desired outcomes of the Girl Scout Leadership Experience. Implementation of journey workshops in service units to spread awareness. Updated highest award workshops to support girls to earn the Bronze, Silver, and Gold Awards using journeys.

1.1.2 Progress in implementing and using outcomes is reflected in council goals and programs.

Expectation: The council has a plan and has shown progress in measuring the outcomes of the Girl Scout Leadership Experience as defined in *Transforming Leadership* .

Benchmark: Council services and funding requests are designed based on the comparative results of outcomes measures over time.

Score

In Progress	Meet Expectations	Meet Benchmark	Exceed Benchmark
			X

Evidence includes the 2011 Year-End Management Report, 2011 Operational Overview, Research & Evaluation Business Plan, Plan of Work Guide - Priorities, Take The Lead, & United Way or other outcomes-based funding proposals. The council showed overall outcomes progress over time (2008-2011). Comparative 2011 Junior results show that the council out-performed a similarly sized Girl Scout council in all but 1 of 15 Girl Scout Leadership Experience "outcomes scores." Annual outcomes-based priorities guide each subsequent year's operational plans.

1.1.3

Council goals and adult development materials use the GSUSA program model to drive volunteer development and work with girls.

Expectation: The council plan and materials for training volunteers are based on the program model and the council shows progress toward implementing the plan.

Benchmark: Girls and adults demonstrate a thorough understanding of the program model as evidenced by training evaluations and outcomes measures.

Score

In Progress	Meet Expectations	Meet Benchmark	Exceed Benchmark
		X	

The Girl Scout Fundamental training evaluations show the following participant responses: 95.3 % say it is mostly /extremely true that they know the Girl Scout Mission; 91.7% say it is mostly/extremely true that they know the council goals; 91.7% say it is mostly/extremely true that they can describe the three program processes of the GSLE. In addition, 2010 findings from the annual Troop Leader Survey shows that 74% of randomly sampled leaders (n=564) say it is mostly/extremely true that "I know how to carry out all of the following processes that describe the GSLE: girl-driven, cooperative/small group

Standard 2:

Based on a thorough understanding of the populations within its jurisdiction and consistent with its strategic priorities, the council attracts and retains an increasing number of girl members representing all segments of its population and geographic areas.

Measures:

1.2.1 The council girl market share goal is keyed to the national goal/benchmark.

Expectation: The council increases market share annually.

Benchmark: National benchmark to be developed at a later date.

Council data	Girl Member Share 2010	Girl Member Share 2011	Change 2010-2011
	15.2%	14.1%	-1.1%

Score

In Progress	Meet Expectations	Meet Benchmark	Exceed Benchmark
X			

Although the girl member marketshare has dropped, it is still well above the national average of 8.7% and above the regional average of 11.5%. In addition, we believe that some of this change is related to our work to transition from directly serving girls to a more sustainable model, especially in serving African American girls.

1.2.2 The council girl membership goal is keyed to the national goal/benchmark.

Expectation: The council increases girl membership annually.

The national membership goal for 2011 was 1.6% increase (girl and adult)

The national membership goal for 2012 is 3% increase (girl and adult)

Benchmark: National benchmark to be developed at a later date.

Council data	Girl Member 2010	Girl Member 2011	Change 2010-2011	% Change
	52,887	49,289	-3,598	-6.8%

Score

In Progress	Meet Expectations	Meet Benchmark	Exceed Benchmark
X			

2010 represented a large increase in membership over membership levels in 2009 & 2011. The change over a 2 year period (2009-2011) was +0.5%. The drop in 2011 reflects greater declines in our K-6 enrollment versus the national declines. In addition, the council saw a deeper decline among African American girl members versus national averages. To address these trends in 2013, the council is implementing: a comprehensive fall campaign that leverages best practices from within the council and from other councils, and a targeted effort to recruit African American girls into sustainable pathways and adults who will support them in these pathways.

1.2.3

The council racial/ethnic diversity goal is keyed to achieving parity based on local demographics.

Expectation: The council goals and results show annual progress toward parity.

Council diversity goal for girl members: 9311 Girls; Marketshare = 12.99%

Benchmark: The council is at parity in serving all racial/ethnic groups within its jurisdiction.

Council data

Girl	American Indian	Asian	Black	Hawaiian /Pacific Islander	White	Other Races	Two or More Races	Hispanic
% Girl Member 2010	0.3%	1.0%	15.7%	0.0%	71.9%	1.5%	2.7%	3.5%
% Girl Population 2010	0.2%	1.3%	14.5%	0.0%	80.6%	1.1%	2.2%	3.2%
% Girl Member 2011	0.3%	1.1%	15.8%	0.1%	73.3%	1.4%	3.7%	3.9%
% Girl Population 2011	0.2%	1.3%	14.3%	0.0%	80.4%	1.2%	2.3%	3.6%

Score

In Progress	Meet Expectations	Meet Benchmark	Exceed Benchmark
		X	

Marketshare for total girls in 2011 was 14.2%. Marketshare for non-white girls in 2011 was 13.9%. Marketshare for Hispanic girls in 2011 was 15.4%. Additional work is needed to provide equal access to all pathways for all girls. Our expectation is to use more sustainable methods to meet marketshare, especially in the African American community.

1.2.4 The council girl retention goal is keyed to the national goal/benchmark.

Expectation: The council shows annual overall increases in retention.

Benchmark: National Goal to be developed at a later date.

Council data

Girl Retention 2010	Girl Retention 2011	Change 2010-2011
59.3%	52.8%	-6.5%

Score

In Progress	Meet Expectations	Meet Benchmark	Exceed Benchmark

X			
<p>We have seen a slight increase in retention in 2012. Membership decreases in retention were high among African American girls and girls in K-3. The 2013 membership strategies target these decreases.</p>			

Standard 3

Using the national program portfolio, with enrichments that meet the needs and interests of girls in the jurisdiction, the council provides pathway options through which girls participate in the Girl Scout Leadership Experience.

Measure:

1.3.1 Pathways are implemented in the council.

Expectation: The council has a plan which is being implemented for increasing pathway options for girls.

Benchmark: The council shows evidence of offering multiple pathways offered over multiple years designed to meet girl’s needs.

Score

In Progress	Meet Expectations	Meet Benchmark	Exceed Benchmark
	X		
<p>The council leverages all pathways to best meet needs of girl members. 70% was served via Troops, 28% via Series, & less than 1% via Individual Options & Camp. To ensure this continues, we will have an initiative to leverage the pathways to improve retention among key grade levels.</p>			

1.3.2 Girls in the council participate in pathways.

Expectation: Council has a plan which is being implemented for increasing the number of girls served in a variety of pathways.

Benchmark: Each year there are increasing numbers of girls served in a variety of pathways

	Camp	Event (Individual)	Series	Travel	Troop	Virtual
2011	255	342	14080		34610	
2012	39	327	8559		32619	

Score

In Progress	Meet Expectations	Meet Benchmark	Exceed Benchmark
X			

We have made good strides in some geographic areas, but efforts are not consistent throughout the council. Service unit/volunteer support and engagement of adults and girls in series is weak.

Standard 4:

Through a comprehensive volunteer management system the council attracts, develops/trains, and retains diverse volunteers who support the Girl Scout mission and deliver program to girls.

Measures:

1.4.1 Volunteers are actively engaged in delivering program to girls throughout the council.

Expectation: The council is experiencing growth in the number of volunteers engaged in direct service to girls in multiple pathways.

Benchmark: The number of volunteers recruited and placed in direct service positions in all pathways is equal to the adult/girl ratio requirements as defined in Safety Activity Checkpoints for each age level.

	Camp	Event	Series	Travel	Troop	Virtual
2011	Not captured in Personify					
2012	Not captured in Personify					

Score

In Progress	Meet Expectations	Meet Benchmark	Exceed Benchmark
		X	

The council has experienced an overall 3% increase in the number of adults who engaged in direct

1.4.2 The council adult volunteer racial/ethnic diversity goal is tied to local demographics.

Expectation: The council shows annual progress toward achieving parity with the local racial/ethnic population.

Council diversity goal for adult member: No specific adult diversity goals.

Benchmark: Council adult racial/ethnic diversity is reflective of the racial/ethnic population of the jurisdiction.

Council data

Adult	American Indian	Asian	Black	Hawaiian /Pacific Islander	White	Other races	Two or More Races	Hispanic
% Adult Member 2010	0.2%	0.6%	3.4%	0.1%	87.0%	0.5%	0.7%	1.5%
% Female Population (18+) 2010	0.1%	1.2%	11.2%	0.0%	85.8%	0.6%	0.8%	1.6%
% Adult Member 2011	0.2%	0.6%	3.1%	0.0%	86.7%	0.6%	0.8%	1.5%
% Female Population (18+) 2011	0.1%	1.3%	11.3%	0.0%	85.5%	0.6%	0.9%	1.8%

Score

In Progress	Meet Expectations	Meet Benchmark	Exceed Benchmark
X			

The council's adult volunteers are not representative of the population in every measured racial/ethnic population. Specifically, we are under-represented among African American and Asian American volunteers. To address this, we are planning to focus heavily on recruitment of African American parent and non-parent volunteers.

1.4.3 Adult volunteers are retained.

Expectation: The council annually shows progress in increasing the retention of volunteers providing direct/indirect service to girls.

Benchmark: Volunteers in direct/indirect service to girls meets or exceeds the national average.

Council data

Adult retention 2010	Adult retention 2011	Change 2010-2011
66.3%	66.1%	-0.2%

Score

In progress	Meet Expectations	Meet Benchmark	Exceed Benchmark
		X	

The council saw a slight decline in the retention rate of adults, but we are projecting slightly improved adult retention numbers in 2012. The biggest opportunity is to ensure new volunteers who serve as troop leaders are retained in the organization. We will address this via an emphasis on new leader support delivered via paid staff and service unit volunteers.

Checklist:

1.4.4 The council volunteer management system utilizes documented processes to recruit and engage members of the community; to gather information, screen and interview potential volunteers; and to appoint, prepare, support and recognize volunteers and their contributions.

Expectation: All elements of the system are documented and communicated to volunteers so they can understand the processes that guide the council’s volunteer management and selection process.

Score

Yes	No
X	

Volunteer management components, policies, and procedures are communicated through the Volunteer Essentials (Volunteer Support section), available in hard copy and on the council website. They are also sent as a link to newly appointed volunteers, as a part of the new volunteer resources.

Standard 5:

Requirements that ensure the protection of the health, safety, and security of participants are evident in all program delivery, including program delivery using electronic means.

Checklist:

1.5.1 The council implements policies and practices that protect health and safety of girls.

Expectation: Policies and practices are documented, communicated to and understood by adult volunteers involved in the delivery of program.

Score

Yes	No
X	

Council health and safety policies and procedures are communicated through the Volunteer Essentials (Safety-Wise section), available in hard copy and on the council website. They are also sent as a link to newly appointed volunteers, as a part of the new volunteer resources.

1.5.2 The council consistently uses background screening for volunteers.

Expectation: Policies and systems are implemented that provide council wide consistency of background screening for volunteers who have contact with girls.

Score

Yes	No
X	

The council requires all appointed volunteers to complete an application, background check and reference check. Information about this process can be found on the council website, in Volunteer Essentials, and in adult recruitment information. This information is tracked in the volunteer database and service unit volunteers are informed about new volunteers' progress through the approval process. The process for tracking and communicating this data is documented and implementation is monitored through annual volunteer management audits in each council region.

Criterion II: Governance and Administration

A chartered Girl Scout council advances the movement through strategic governance and leadership that employ effective systems and structures to deliver the Girl Scout mission.

Standard 1:

The council utilizes an integrated strategy development and management planning system to maximize its capacity to deliver on the Girl Scout mission.

Checklist:

2.1.1 The council implements an integrated planning process that results in a strategy with plans, and allocation of resources to achieve desired results.

Expectation: The council has a strategy in place and a yearly planning and budgeting process that fully aligns with the strategy.

Score

Yes	No
X	

Board sets the strategic vision through its Ends statements and holds the CEO accountable for execution of the strategy. Staff and volunteers develop an intergrated annual plan and budget that aligns with the strategy and the priorities communicated by the CEO in administrative guidelines.

Standard 2:

The council actively seeks to strengthen the stakeholder involvement and interaction to ensure that the membership is involved in influencing major policy decisions and helping to set strategic direction.

Checklist:

2.2.1 The decision influencing system as outlined in the council bylaws is utilized.

Expectation: There is a process that provides members/stakeholders with oppourtunities to influence major policy and operational decisions.

Score

Yes	No
X	

The board has a defined process for communicating with the membership that includes an annual cycle of meetings and various methods of communication. A "Linkage to the Membership" board task group revised and affirmed the process in 2011.

2.2.2 Council leadership actively engages with stakeholders at least once a year in addition to the annual meeting.

Expectation: Various methods of gathering input are utilized including but not limited to in person meetings, electronic survey, webinars and teleconferences.

Score

Yes	No
X	

Council leadership meets at various times with volunteers and members, solicits input via surveys, and provides a communication process which is documented for operational and policy issues.

2.2.3 The council board of directors gives input to and reviews input from stakeholder meetings.

Expectation: The board discusses, reviews and considers input from members and stakeholders in making decisions and those decisions are communicated to the membership and stakeholders in a timely maner.

Score

Yes	No
X	

An example of this was the property report. When one property was identified for disposal, the chair of the Property Task Group, a board member, invited interested members to a meeting to discuss concerns and learn about the criteria used to make property decisions.

Standard 3:

The council has a board of directors and board development committee that is elected or appointed in a manner consistent with the bylaws, has the experience and skills necessary to provide leadership and direction to the council, and reflects the diversity of the jurisdiction.

Checklist:

2.3.1 Board and officers represent the diversity of the jurisdiction.

Expectation: If the board and officers do not represent the diversity of the jurisdiction the board development committee is actively working toward increasing the racial/ethnic diversity. In addition, diversity includes socio/economic, age, needed skills, knowledge and sphere of influence.

Age and Gender	2010	2011
18-36	1	1
37-64	15	15

64+	2	2
male	2	2
female	16	16

Skill	2010	2011
strategy	7	7
fundraising	8	7
finance	6	6
governance	4	4
human resources	2	1
legal	3	2
technology	2	2
marketing	4	4

Race and Ethnicity	2010	2011
American Indian	0	0
Asian	0	0
Black/African American	4	4
Hawaiian/Pacific Islander	0	0
White	13	13
Other races	1	1
Two or more races	0	0
Hispanic	1	1

Score

Yes	No
X	

Board Development Committee is developing an initiative to ensure a pipeline of board candidates.

2.3.2 Board development committee reflects the diversity of the jurisdiction.

Expectation: If the board development committee does not represent the diversity of the jurisdiction the committee is actively working toward increasing its racial/ethnic diversity. In addition, diversity includes socio/economic, age, needed skills, knowledge and sphere of influence.

Age and Gender	2010	2011
18-36	1	2
37-64	4	3
64+	1	1
male	0	0
female	6	6

Skill	2010	2011
strategic thinking	6	6
Community connections and access	6	6
Understanding of governance	6	6
Objectivity	6	6

Race and Ethnicity	2010	2011
American Indian	0	0
Asian	0	0
Black/African American	1	1
Hawaiian/Pacific Islander	0	0

White	3	3
Other races	1	1
Two or more races	0	0
Hispanic	1	1

Score

Yes	No
X	

None

2.3.3 There is a connection between board member skills and strategic priorities.

Expectation: The board development committee recruits candidates using a year-round cultivation process that focuses on skills, competencies, and spheres of influence needed to advance the council's strategy.

Score

Yes	No
X	

Board Development Committee is developing a plan to have a pipeline of prospects available for board and task groups.

2.3.4 The board focuses on strategic governance and council priorities.

Expectation: The board uses the council's strategy to inform meeting agendas, committee/task group structure and assignments as well as board decisions.

Score

Yes	No
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X	
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Board meeting agendas focus on the Ends and board processes. Board decisions are made based upon board job description and expectations of board members.

Standard 4

The council board of directors ensures compliance with policies, standards, and procedures as related to its stewardship responsibilities.

Checklist:

- 2.4.1 An active independent audit committee with financial professionals as members meets with the auditor to review the audit, IRS Form 990, and management letter.

Expectation: In addition to the above, the audit committee is separate from the finance committee.

Score

Yes	No
X	

Audit Committee meets with auditors before and after the annual council audit. Audit committee includes a partner with ClarkSchaeft Hackett, a CPA with a private practice, the board treasurer, among others.

- 2.4.2 The Board reviews and approves the audited financial statements, management letter and IRS Form 990 within four months of the fiscal year-end.

Expectation: Board minutes reflect appropriate review and approval of required financial documents

Score

Yes	No
X	

The audit is completed with four months of year-end, but due to the board meeting schedule, does not get approved until mid-June. The Form 990 has a due date of May 15 and is not ready for review until early May (therefore not adhering to a four month requirement).

2.4.3 Appropriate committees regularly review progress on any management letter issues.

Expectation: The board provides oversight of the management letter ensuring that management responds to any comments and appropriate committees review progress on resolving identified issues.

Status

Yes	No
X	

The audit committee discusses the Management Letter with the auditors at the post-audit meeting. Comments from 2010 and 2011 audits relate to "deficiencies" related to the discovery of trusts where legacy councils were the beneficiary. Comments in the previous year related to implementation of RMS and Personify software. None of these comments related to significant internal control issues.

2.4.4 The Board regularly reviews its own work.

Expectation: In addition to individuals completing an annual self-assessment of performance, every three years the board conducts an assessmetn of itself as a whole.

Score

Yes	No
X	

The board conducts an assessment of its own performance at each meeting. In addition, at the bi-annual board retreat, it conducts an overall assessment.

2.4.5 The council successfully completes all federal, state and local filings.

Expectation: The board is aware of the necessary filings and board minutes document that they have been completed in a timely way.

Score

Yes	No
X	

All Federal, State, and Local taxes related to the payroll process with the exception of Workers' Compensation are filed by Paycor, Inc., our payroll processor. The semi-annual Workers' Compensation filings are prepared "in-house" in advance of the due date. The Form 990 is prepared by our audit firm and filed by the due date to IRS and the states of Indiana and Ohio. The 5500 Forms are prepared by either our audit firm, Mutual of America (filings for current 403b and for legacy council, Buckeye Trails) or Horan Associates, our benefit broker. These are all filed in a timely basis. Other filings such as those to the U.S. Census Bureau are prepared and filed as requested prior to deadlines.

2.4.6 The council risk management plan is reviewed on a regular basis.

Expectation: The council has a risk management plan follows GSUSA recommendations and is reviewed every three years.

Date of last review: Overall Risk Management Plan was February 2011, and the Crisis Plan was June 2011

Score

Yes	No
X	

The risk management plan is designed to identify and document the following related to key areas of risk: a) industry standard and sources; b) how, where, monitoring dates, and who is the owner of documents monitoring compliance (see appendix). The council crisis management plan is reviewed and updated twice a year: before the cookie sale and before summer camp. Additional work is needed on the disaster recovery plan.

Standard 5:

The council fulfills its corporate obligations as required by local, state and federal law, and through the rights and obligations defined in the Girl Scout council charter agreement.

Checklist:

2.5.1 Bylaws are consistently followed and content is reviewed for possible changes at least every three years.

Expectation: Bylaws are reviewed every three years to ensure that they still reflect current practices that are in compliance with state law or other requirements impacting bylaws.

Date of last review: November 2007

Score

Yes	No
	X

Bylaws will be reviewed in 2012. The development of the bylaws was completed just prior to the council realignment in January 2008.

2.5.2 A quorum is present at all board meetings and the annual meeting

Expectation: Board minutes indicate that a quorum was present for all board meetings and the annual meeting.

Score

Yes	No
X	

All board meetings, since the merger, have met quorum requirements.

2.5.3 Orientation for new board members occurs prior to their assumption of voting responsibilities.

Expectation: In addition to orientation new board members receive the bylaws, most recent audit and financial statements, current budget, strategic priorities, council policies, governance structure and recent board minutes.

Score

Yes	No
X	

Orientation, in person, and supported by an online training, is conducted with each board member prior to their first meeting.

2.5.4 All Board members annually sign a conflict of interest statement.

Expectation: Board minutes reflect effective management of any potential or real conflicts and that conflict of interest statements have been signed.

Score

Yes	No
X	

On file.

2.5.5 Council Performance is consistent with charter requirements and procedures.

Expectation: Board minutes document annual conversation about charter obligations and the council's review of its progress in meeting the criteria and standards.

Score

Yes	No
	X

With this new cycle of charter review, this discussion will become an annual agenda item.

2.5.6 Council reporting requirements are met.

Expectation: All membership dues, board packets, and minutes from the year under review have been received at GSUSA on a regular basis.

Score

Yes	No
X	

Membership dues are transmitted regularly. Information on how to access board website was provided to GSUSA consultant. Website provides all board mailings, minutes, and other documents.

Standard 6:

The council's human resource policies and practices attract, develop, and retain employed staff reflecting all areas of its jurisdiction and all segments of its population.

Measures:

2.6.1 Employee turnover rate is compared to the national rate for similar nonprofits.

Expectation: Board minutes reflect that the board is aware of the staff turnover rate.

Benchmark: Total, voluntary and involuntary, staff turnover rate does not exceed 20%.

%	2010	2011
Voluntary Turnover	18.1%	18.8%
Involuntary Turnover	4.9%	1.4%
Total turnover	22.9%	20.1%

Score

In Progress	Meet Expectations	Meet Benchmark	Exceed Benchmark
		X	

April 2012, the council implemented an exit survey to capture feedback from employees leaving. In May, we are conducting an Employee Satisfaction Survey of all full-time staff & will continue this in the future. An Onboarding Task Group began in 2011 and is revising the onboarding and training processes for the organization.

2.6.2 Employee racial/ethnic diversity matches the local labor market.

Expectation: If staff is not at parity plans are in place and progress is being made toward reaching parity.

Benchmark: Council staff is at racial/ethnic parity with the councils' labor market

	% Labor Market 2010	% Employees 2010	% Employees 2011
American Indian	0%	0.0%	0.0%
Asian	1.30%	0.0%	0.0%
Black	9.50%	11.1%	10.4%
Hawaiian /Pacific Islander	0%	0.7%	0.7%
White	86.80%	85.4%	85.4%
Other Race	2.40%	0.0%	0.0%
Two or More Race	0%	0.0%	1.4%
Hispanic	0%	2.8%	2.1%

Score

In Progress	Meet Expectations	Meet Benchmark	Exceed Benchmark
		X	

The council is connected with many diverse networks to market job openings. There are at least two diverse networks within all four geographic regions where jobs are marketed to potential employees. Employment opportunities are also listed with Twitter, LinkedIn, local colleges, professional associations, and chambers of commerce.

Checklist:

2.6.3 Annual performance reviews are conducted for all employees including the CEO.

Expectation: Board minutes reflect that the results of the CEO performance review have been reported to the board and that performance reviews for staff have been completed.

Score

Yes	No
X	

The council works with staff to complete performance goals on an annual basis. Each year, there is a mid-year review with all full-time staff and an annual review with all staff.

2.6.4 Staff development/training is provided for all employees.

Expectation: In addition to a timely orientation upon employment, training opportunities provided for all staff throughout the year.

Score

Yes	No
X	

A variety of trainings are offered throughout the year for paid staff development including: Issues Training; Telling the Girl Scout Story; Volunteer Recruitment; Community Cultivation; Communicating the Girl Scout Leadership Experience; Budget Training for Managers and Directors; Volunteer Coaching; Effective Meeting Management; Corporate Planning Training. In addition to these trainings we have a Succession Planning program to ensure the replacement of key job incumbents in executive, management, technical, and provisional positions within the organization. The council also has a two day New Paid Staff Orientation Program currently implemented twice a year.

2.6.5 A competitive salary and benefits package is offered.

Expectation: A comparative review of the council's salary structure and policy guidelines with external data completed in the last two years demonstrates competitiveness within the council's labor market or results in a plan to reach competitiveness.

Date of last review: July 2009

Score

Yes	No
X	

Girl Scouts of the USA compensation unit developed Girl Scouts of Western Ohio's salary range structure with recommended salary grades and salary ranges in 2009. Yearly adjustments have been provided by the compensation unit and reviewed for implementation. New positions are evaluated by the compensation unit for recommended salary grade. Girl Scouts of Western Ohio also participates in compensation surveys by United Way and other local non-profit agencies to monitor our competitiveness within the council's labor market.

2.6.6 Human resource policies (regular and seasonal) meet GSUSA guidelines.

Expectation: Policies are reviewed regularly to insure consistency with current practice and with applicable federal and state laws.

Date of last review: January 2011

Score

Yes	No
X	

Girl Scouts of Western Ohio submitted regular and seasonal employees' personnel policies, as well as other human resources documents such as employment applications and job descriptions to the council's labor attorney for review. The human resources department regularly monitors alerts from Girl Scouts of the USA's human resources department and our local labor attorneys to ensure human resources practices are current and applicable to federal, state, and local laws.

Criterion III: Resource Development and Community Engagement

A chartered Girl Scout council advances organizational impact by growing resources, effectively promoting a unified national brand and standing up for girls on issues that affect their well-being.

Standard 1:

The council builds a culture of philanthropy by accepting and carrying out their responsibility to increase funds raised to support the council's work and they do so using methods in keeping with Girl Scout policies and standards.

Measures:

3.1.1 Individual giving is a part of the council's income mix.

Expectation: Council income from annual giving increases each year.

Total \$	2010	2011
Individual Annual Giving	200,880.86	214,930.25

Benchmark: The council is making progress in reaching its multi-year income growth and donor retention goals for individual giving.

Score

In Progress	Meet Expectations	Meet Benchmark	Exceed Benchmark
	X		

Fund development plan includes tactics for each target market, with revenue goals and stewardship strategies.

3.1.2 Corporate and foundation giving is a part of the council's income mix.

Expectation: Council income from foundations and corporations increases annually.

Total \$	2010	2011
Annual Giving from foundations and corporations	\$224,478.03	\$231,082.08

Benchmark: The council is making progress in reaching its multi-year income growth and donor retention goals for corporate and foundation giving.

Score

In Progress	Meet Expectations	Meet Benchmark	Exceed Benchmark
	X		
None			

3.1.3 Planned giving is a part of the council's income mix.

Expectation: The number of planned gift commitments increases annually.

Number	2010	2011
Committed Planned gift	43	45

Benchmark: The council has a plan for increasing the number and diversity (beyond wills and bequests) of planned gifts.

Score

In Progress	Meet Expectations	Meet Benchmark	Exceed Benchmark
			X

Strong planned giving strategies include active planning giving society.

3.1.4 The council board plays a leadership role in philanthropy.

Expectation: All board members make an annual gift and identify, cultivate, solicit or steward donors.

%	2010	2011
Board member Giving	\$30,475.00	\$42,175.00
Board member participation in solicit donors	84%	82%

Benchmark: Board members' giving demonstrates Girl Scouts is a philanthropic priority and members are actively involved in securing additional gifts.

Score

In Progress	Meet Expectations	Meet Benchmark	Exceed Benchmark
X			

Even though two of our board members failed to complete a gift in 2010 and 2011, we received commitments from those individuals for the current fiscal year and expect to have 100% participation in 2012.

Checklist:

3.1.5 The council has a multi-year fund development strategy, plans and goals.

Expectation: Income from philanthropic sources, including gifts from individuals, corporations, foundations and organizations, (but not government grants) makes up 30 percent of the overall income stream.

	% Income from Philanthropic Sources (none government)	% Income from Government
2010	8%	0.11%
2011	14%	0.15%

Score

Yes	No
	X

Even though significant gains were made towards a philanthropic goal of 30% of the overall income stream in 2011, it's due to a flat revenue year for our council's cookie sale. It is not due to a significant increase in income through fundraising as a percentage of the overall income. Girl Scout of Western Ohio is, however, building a solid foundation in which to grow income from philanthropic sources.

3.1.6 The council adheres to the Donor Bill of Rights and a gift acceptance policy is in place.

Expectation: The council gift acceptance policy incorporates or includes by reference the Donor Bill of Rights.

Score

Yes	No
X	

On file.

Standard 2:

The council board and management demonstrate financial leadership to provide for the perpetuation of Girl Scouting within its jurisdiction.

Checklist:

3.2.1 The annual budget is consistent with strategic priorities.

Expectation: The board annually approves separate operating and capital budgets prior to the beginning of the fiscal year.

Score

Yes	No
X	

An annual plan of work is developed prior to creation of the council budget. Budget includes cost center and capital budgets and is tied to council priorities.

3.2.2 The council income mix and growth targets are consistent with council needs and strategic priorities.

Expectation: The board has identified a desired diverse income mix which is in support of the council's strategic priorities and has approved a plan for reaching it.

Score

Yes	No
X	

Board approves annual budget with income mix.

3.2.3 A minimum of 6 months of operating reserve is maintained.

Expectation: If the council has less than six months of operating reserves at the end of the fiscal year, a multi-year plan to build reserves is being implemented.

	2009	2010
Operating Reserve Months	14.9	17.6

Score

Yes	No
X	

The council has an operating reserve policy in place, which is reviewed annually by the board. Girl Scouts of Western Ohio is able to pay the current year's cookie bill from the previous year's cookie revenue. This allows for less reliance on the cookie sale and provides increased security for the council from year to year.

3.2.4 A long range plan for property (3 – 5 years) is used to develop and maintain property in accordance with program needs.

Expectation: The long range property plan is financially feasible and includes program and administrative properties that support the Girl Scout Brand by providing service and support to the membership and staff.

Score

Yes	No
X	

The Girl Scouts of Western Ohio board has received reports from two Property Planning Task Groups. The first task group established the criteria and process to be used for decision-making and the second applied this process and criteria to make recommendations for actions over the next 3-5 years related to camp property, including recommending that three camps will be sold or investigated for other options for ownership, management, or use of camp based on surrounding conditions or restrictions on use/sale of property.

Standard 3:

The council leverages the Girl Scout brand to educate and engage diverse audiences in support of the Girl Scout mission.

Checklist:

3.3.1 The council communication plan incorporates national brand messages and current national initiatives.

Expectation: The council is implementing a multifaceted communication plan with a variety of methods targeting various stakeholder groups that incorporates national brand messages and initiatives.

Score

Yes	No
X	

The council has a comprehensive communication plan that includes numerous vehicles designed to facilitate communication with targeted audiences. The multifaceted plan incorporates both traditional and electronic means of communication, as appropriate to the audience and message.

3.3.2 The council communicates regularly (more than once a year) and directly to families, donors, and volunteers.

Expectation: The council is implementing a broad based communication plan that includes families, donors, and volunteers using print, newsletters and/or electronic means.

Score

Yes	No
X	

The council has created and follows an annual communication plan which ensures consistent, regular communication with targeted audiences. The plan outlines key messages to unique groups and details types of communication vehicles such as print and electronic channels.

3.3.3 The council website is consistent with national brand messages and includes current national initiatives.

Expectation: The council has a website that follows GSUSA guidelines and is updated on a regular basis.

Score

Yes	No
X	

The council's website underwent a comprehensive renewal, with the new site launched August 2011. This project included both new design and content, including restructuring of the site to better meet the identified needs of girls, parents, and volunteers. This year, the web has featured the 100th anniversary and other national brand messages.

3.3.4 The council uses electronic and other means to regularly communicate with the general public with a focus on potential members, potential donors and potential community partners.

Expectation: The council shows evidence of using electronic and/or other means to communicate with the general public about Girl Scouting.

Score

Yes	No
X	

In addition to the council website, we have a presence on Facebook and Twitter and support an older girl blog. Our electronic newsletter, E-News, is distributed on a regular basis to parents and leaders.

Standard 4

The council advocates individually, regionally and as part of a national movement on issues that affect girls' well-being.

Checklist:

3.4.1 State and local advocacy efforts support the Girl Scout annual legislative agenda.

Expectation: The council educates and advocates for the Girl Scout legislative agenda issues with community leaders and public officials.

Score

Yes	No
X	

Recently, a legislative breakfast was held for female state legislators. This was followed by individual meetings with legislators to discuss our legislative agenda.

3.4.2 Federal advocacy efforts support GSUSA initiatives and are consistent with national efforts.

Expectation: Council chief executive officers and board members educate legislators and ask for their support on legislation that impacts girls and Girl Scouting.

Score

Yes	No
X	

As needed. In 2011, visits were made to federal legislators during spring break in their districts.

3.4.3 The council takes a proactive role in the community to become the thought leader and voice for girls.

Expectation: The council raises awareness on issues that impact girls by highlighting the findings from the Girl Scout Research Institute reports at community forums and addresses solutions for all girls.

Score

Yes	No
X	

The CEO and staff, as well as board members as needed, take every opportunity to revise issues that impact girls. The CEO sits on the Women's Fund Board, for example, and chairs the Girls' Leadership Task Group.