

# 2018 Girl Scouts Council Annual Review Health Dashboard: Western Ohio

Dear Board Chair & CEO,

Thank you for completing the annual review dashboard survey. Your council's dashboard follows. The annual review process is a collaborative effort between councils and GSUSA intended to continually improve the health of councils and our Movement as a whole. We look forward to having conversations with each of you to turn this data into insights that will drive Movement growth.

In preparation for those conversations, please complete the following three steps:

- 1. Read the main sections of the dashboard in their entirety and review your council health in the context of overall Movement health.** Review our collective Movement health and your council's health based on the six essential health questions.
- 2. Review your council's data for accuracy,** including any contextual comments you provided. If anything is inaccurate, email [councildashboard@girlscouts.org](mailto:councildashboard@girlscouts.org) immediately so we can make corrections and get you an updated dashboard.
- 3. Coordinate with GSUSA to schedule an annual review conversation.** GSUSA council advisors will be contacting CEOs to set up a phone call to review and discuss your dashboard and comments. To ensure ease of scheduling, coordinate now with your board chair and key staff (if any will participate) regarding scheduling.

#### **Two important notes for reviewing:**

- Your dashboard will look a little different from the draft sent in May, in response to council comments on technical issues. The most notable change is that we have transitioned from labels referring to fiscal or membership Years and instead reference the year of the Annual Review Dashboards. Only the labels have changed; the structure and assessments remain consistent. Other smaller adjustments are listed in the appendix and can be discussed during your annual review conversation.
- The annual review process is a collaborative effort to continually improve not only the health of our Movement and individual councils, but also our understanding of that health. You will see that, collectively, we are improving in some areas but still have places that need more attention.

- The Annual Review Team



## Annual Review Council Health Dashboard

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# Introduction: 2018 Girl Scouts Annual Review Council Health Dashboard



## What is a healthy council?

A healthy council:

- o Drives positive impact for girls
- o Has a membership that reflects the community it serves
- o Has a sustainable volunteer and program delivery model
- o Has a sustainable financial model
- o Has a board engaged in governance and resource development
- o Has a people environment that supports the mission

## Assessing council health includes the following:

1. Comprehensive set of indicators and outcomes that communicate a picture of health relative to established Movement metrics and other councils.
2. Council contextual narratives for each category of indicators that provide the environmental and market background to help assess council health.

**Annual Review conversations between council leadership and GSUSA** will facilitate the review of overall results and ensure that data is effectively guiding national and local plans to improve overall council and Movement health.

*Indicators and outcomes are collected by survey or from national data sources like InfoScout. Metric definitions and benchmarks are available in the appendix.*

# Part I: Overall Movement Health Summary

# Overall Movement Health as of May 2018



Council Health Question	2017 Nat'l Average	2018 Nat'l Average	Council Distribution					
1) Do we have a successful model that drives positive impact for girls?	56%	▲ 63%	2017	23	44	32	13	<ul style="list-style-type: none"> <li>&lt; 40%</li> <li>40% - 60%</li> <li>60% - 80%</li> <li>&gt;=80%</li> </ul>
			2018	54	51	7		
2) Does our membership represent the communities we serve?	N/A*	N/A*						
3) Do we have a sustainable volunteer and program delivery model?	67%	▼ 56%	2017	1	51	17	43	<ul style="list-style-type: none"> <li>&lt; 40%</li> <li>40% - 60%</li> <li>60% - 80%</li> <li>&gt;=80%</li> </ul>
			2018	41	20	38	13	
4) Do we have a sustainable financial model which ensures we have the resources to deliver on the mission?	68%	▼ 65%	2017	1	30	59	22	<ul style="list-style-type: none"> <li>&lt; 40%</li> <li>40% - 60%</li> <li>60% - 80%</li> <li>&gt;=80%</li> </ul>
			2018	1	35	62	13	
5) Is our board engaged in its governance and resource development?	80%	▲ 81%	2017	6	36	70		<ul style="list-style-type: none"> <li>&lt; 40%</li> <li>40% - 60%</li> <li>60% - 80%</li> <li>&gt;=80%</li> </ul>
			2018	7	38	67		
6) Do we have a people environment that supports the mission?	N/A*	N/A*						

\*N/A = when there are no health indicators, no national averages or council distributions are provided.

# Part II: Council Health Summary Western Ohio

# Western Ohio: Movement-Alignment Questions



Based on the work of the Network Alignment and Council Charter teams, we have identified these five movement alignment questions:

**Council-provided contextual and supportive language are presented unedited below.**

<b>1) Are you aligned with the Girl Scouts brand strategy?</b>	<b>Yes</b>
G.I.R.L. assets incorporated into print materials; G.I.R.L. messaging incorporated into print pieces, social media strategy, program materials, digital communications; utilizing Girl Scout font and color scheme on all collateral	

<b>2) Are you aligned with Girl Programs?</b>	<b>Yes</b>
Have aligned our council offered program events with the four program pillars (STEM, Outdoor, Life Skills, Entrepreneurship). GSWO troops have participated in piloting new STEM journeys. We support our members, community partners and all staff to embrace the GSLE by implementing the program processes with girls through all pathways to achieve the 5 outcomes. We ensure girls align with GSUSA guidelines in earning their highest awards. We have focused on increasing the number of girls earning these awards over the past two years. GSWO supports GSRI evaluation and additionally evaluates all program activities and non-troop pathways using outcomes measures.	

<b>3) Are you aligned on Operating Model?</b>	<b>Yes</b>
Staff strategy & structure supports model, including: outside sales/ lead generation team; inside sales team/conversion; retention team supporting troops; customer care team; data team managing reporting, dashboards and data analysis; VHR manager to coordinate Vol policies/ personnel actions. Actively monitor and use voice of the customer data to improve volunteer, girl and parent experience and support. Also primary council strategies aligned with GSUSA's five strategy areas. GSUSA KPI's consistently show GSWO KPI's as above national average. Part of the early adopter cohort of Looker data management system.	

<b>4) Do you adhere to the policies and standards of Girl Scouts of the U.S.A. and follow the Constitution of GSUSA?</b>	<b>Yes</b>
GSWO uses GSUSA Constitution, policies, standards and other national source documents as key resources in annual review/update of council processes and resources.	

<b>5) Are you engaged with the Movement?</b>	<b>Yes</b>
Project Teams/Thought Partners: Product Sales Advisory; Volunteer & Finance Tab Development Toolkit Thought Partner; Data Quality Thought Partner; GSRI STEM Community of Practice - Outcomes member; Looker strategy; National Cookie Steering Committee; National Board Task Group on Cookies; Thought Leader - New CEO Training Peer to Peer; DOL - Regional; Renewal Thought Partner; Conversion Thought Partner; Service Delivery Thought Partner; Troop Support Thought Partner. Conferences: MarComm; Fund Development; Product Sales Regional; Sandler - Reinforcement Coaching; Sales Management; Quick Start; ACA-GSUSA Kindred Session; G.I.R.L. Champion; Leadership Summit. Webinars: Product Sales; Girl Experience; CEI; Reporting; MarComm; Fund Development; COO; National Leadership; CEI - Conversion/Op Catalog; 2016 Impact	

**Note: if any of the above comments are cut off, the final appendix shows all text in full.**

# Western Ohio: Council Health Summary



## Council Profile

	GSWO	Councils in Category
<b>Council Size</b>	Large Council	19
<b>Region</b>	Central	29

## Council Health Questions

<b>1)</b> Do we have a successful model that drives positive impact for girls? (14 Health Indicators and 4 Contextual Indicators)	<table border="1"> <thead> <tr> <th>GSWO</th> <th>National</th> </tr> </thead> <tbody> <tr> <td><b>64%</b></td> <td><b>63%</b></td> </tr> </tbody> </table>	GSWO	National	<b>64%</b>	<b>63%</b>	<b>4)</b> Do we have a sustainable financial model which ensures we have the resources to deliver on the mission? (4 Health Indicators and 9 Contextual Indicators)	<table border="1"> <thead> <tr> <th>GSWO</th> <th>National</th> </tr> </thead> <tbody> <tr> <td><b>67%</b></td> <td><b>65%</b></td> </tr> </tbody> </table>	GSWO	National	<b>67%</b>	<b>65%</b>
GSWO	National										
<b>64%</b>	<b>63%</b>										
GSWO	National										
<b>67%</b>	<b>65%</b>										
<b>2)</b> Does our membership represent the communities we serve? (4 Contextual Indicators)	<p style="text-align: center;"><b>Contextual indicators only</b></p>	<b>5)</b> Is our board engaged in its governance and resource development? (7 Health Indicators and 6 Contextual Indicators)	<table border="1"> <thead> <tr> <th>GSWO</th> <th>National</th> </tr> </thead> <tbody> <tr> <td><b>77%</b></td> <td><b>81%</b></td> </tr> </tbody> </table>	GSWO	National	<b>77%</b>	<b>81%</b>				
GSWO	National										
<b>77%</b>	<b>81%</b>										
<b>3)</b> Do we have a sustainable volunteer and program delivery model? (3 Health Indicators and 2 Contextual Indicators)	<table border="1"> <thead> <tr> <th>GSWO</th> <th>National</th> </tr> </thead> <tbody> <tr> <td><b>50%</b></td> <td><b>56%</b></td> </tr> </tbody> </table>	GSWO	National	<b>50%</b>	<b>56%</b>	<b>6)</b> Do we have a people environment that supports the mission? (6 Contextual Indicators)	<p style="text-align: center;"><b>Contextual indicators only</b></p>				
GSWO	National										
<b>50%</b>	<b>56%</b>										

## Council CEO Notes on the Western Ohio Dashboard:

For Q11b, the percentage is very low because the give/get policy was just implemented on 1/23/18



# Western Ohio: Overall Girl Impact Health Summary



## 1 - Do we have a successful model that drives positive impact for girls?

### 2018 Review Analysis: Council Girl Impact Health Changes

Western Ohio improved overall from the 2017 to 2018 council annual review, and the health rating remained at Yellow. Overall ranking among all councils is down.

### MY18 Year-to-Date Council Girl Membership as of April 30

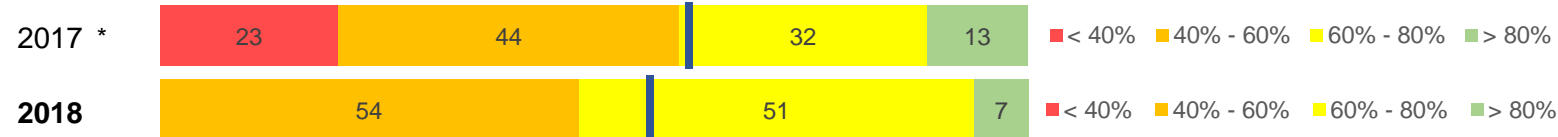
As of 4/30, Western Ohio was down (1.6%) in YtD 2018 girl membership.

### 2018 National Overview

In 2018 we incorporated Voice of the Customer (VoC) Survey data into this metric. With relatively few consistently outstanding councils among these indicators, this inclusion had a tempering effect on the assessments in this category, reducing the number of Green councils, but also eliminating the number of Red councils. The 2019 dashboards will show a truer year over year comparison for this question.

*See the second appendix for more details about the VoC this year.*

### How has your Overall Girl Impact Health and ranking changed in the past year?



\*Due to the new inclusion of Voice of the Customer data, MY16 scores are no longer strictly comparable.

Health	Ranking
60%	44
▲ 64%	▼ 49

### Contextual Notes from CEO...

*No comment provided by council*

# 1 - Do we have a successful model that drives positive impact for girls?

Health & Contextual Indicators	2017 Council Review	2018 Council Review	2018 Nat'l Averages	Council Distributions	Legend
<b>Overall Girl Impact Health</b> (Percent of your council's potential points)	60%	▲ 64%	63%	54   51   7	■ < 40%   ■ 40% - 60% ■ 60% - 80%   ■ >=80%
<b>1.1 Are our girls achieving desired outcomes?</b> (Data from April 2017 & 2018 VoC Surveys)					
1.1.1 Strong Sense of Self	84	= 82	84	2   30   71   9	■ < 75   ■ 75 - 80   ■ 80 - 85   ■ >=85
1.1.2 Positive Values	74	= 73	76	12   64   36	■ < 65   ■ 65 - 70   ■ 70 - 75   ■ >=75
1.1.3 Challenge Seeking	55	= 57	57	23   78   11	■ < 45   ■ 45 - 53   ■ 53 - 60   ■ >=60
1.1.4 Healthy Relationships	54	= 52	55	1   29   71   11	■ < 45   ■ 45 - 53   ■ 53 - 60   ■ >=60
1.1.5 Community Problem Solving	48	= 48	50	13   89   10	■ < 35   ■ 35 - 45   ■ 45 - 55   ■ >=55
<b>1.2 Are girls and their parents satisfied with and enthusiastic about their Girl Scouts experience?</b> (2017 & 2018 VoC Surveys)					
1.2.1 Girl Satisfaction	71	▼ 63	59	2   101   9	■ < 50   ■ 50 - 65 ■ 65 - 80   ■ >=80
1.2.2 Parent Satisfaction	77	= 78	77	84   27	■ < 50   ■ 50 - 65 ■ 65 - 80   ■ >=80
1.2.3 Girl Net Promoter Score	49	▼ 44	42	17   80   15	■ < 20   ■ 20 - 35 ■ 35 - 50   ■ >=50
1.2.4 Parent Net Promoter Score	37	▼ 30	29	17   65   27   3	■ < 20   ■ 20 - 35 ■ 35 - 50   ■ >=50
<b>1.3 Are our girls coming back year after year?</b> (InfoScout MY2016 and MY2017 Year-End)					
1.3.1 Girl Retention Rate	59%	= 60%	61%	13   31   38   30	■ < 50%   ■ 50% - 58% ■ 58% - 65%   ■ >=65%
1.3.2 Girl Retention Rate Trend	-0.4%	▲ 0.9%	1.6%	Although the national girl retention rate <b>increased</b> 1.6 points from MY16 to MY17, previous membership declines meant 15,670 <b>fewer</b> girls were retained.	

Year over Year changes: where appropriate, these symbols show the change in the council's data values since last year: YoY Increase ▲, Flat =, Decrease ▼

# 1 - Do we have a successful model that drives positive impact for girls?

Health & Contextual Indicators	2017 Council Review	2018 Council Review	2018 Nat'l Averages	Council Distributions	Legend
1.4 Do we have effective recruitment operations to bring in new families? (InfoScout 2016 & 2017 Year-End)					
1.4.1 Girl Market Share	12%	= 12%	6.7%		■ < 5.0%    ■ 5.0% - 7.5% ■ 7.5% - 10.0%    ■ >=10.0%
1.4.2 Girl Member Change Relative to Girl Pop. Change	-1.9%	▲ -1.2%	-2.6%		■ < -1.0%    ■ -1.0% - 0.0% ■ 0.0% - 1.0%    ■ >=1.0%
1.4.3 New Girl Members Change	-6.0%	▲ -2.3%	-4.1%		■ < -3.0%    ■ -3.0% - 0.0% ■ 0.0% - 3.0%    ■ >=3.0%
1.4.4 Overall Girl Membership Change	-2.5%	▲ -1.5%	-2.4%		■ < -3.0%    ■ -3.0% - 0.0% ■ 0.0% - 3.0%    ■ >=3.0%

## MY18 Year-to-Date April 30 Indicators Compared to MY17 April 30

Contextual Indicators	Council MY17 YtD	Council MY18 YtD	MY18 Nat'l Averages	Council Distributions	Legend
1.3.1a Girl Retention Rate YtD	57%	▼ 56%	53%	In MY17, two thirds of the councils that reached the target 65% girl retention rate by year-end had already reached the target by 4/30.	
1.4.3a New Girl Members Change YtD	-8.9%	▲ 0.9%	-3.4%		■ < -3%    ■ -3% to 0% ■ 0% to 3%    ■ > 3%
1.4.4a Overall Girl Membership Change YtD	-4.6%	▲ -1.6%	-2.8%		■ < -3%    ■ -3% to 0% ■ 0% to 3%    ■ > 3%

Year over Year changes: where appropriate, these symbols show the change in the council's data values since last year: YoY Increase ▲, Flat =, Decrease ▼

# Western Ohio: Representative Membership Summary



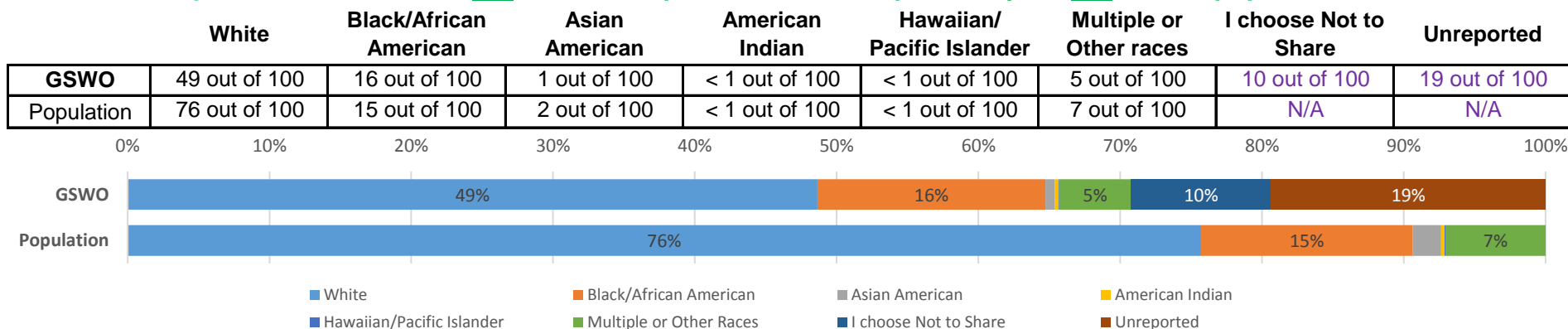
## 2 - Does our membership represent the communities we serve?

### National Summary

The face of the American girl is changing. American girls today are more racially and ethnically diverse than ever. About half of U.S. girls are white, and a quarter are Latina. Our Girl Scout membership does not reflect these shifts. Of the girl members whose race or ethnicity is known, 73% of Girl Scouts report as White while only 16% of Girl Scouts report Hispanic ethnicity.

While making true assessments of our demographics is a challenge (in recent years we've seen a quarter of girls skipping or opting out of the race / ethnicity questions during registration) we do know that overall our membership base is not representative of our nation's racial, ethnic and socioeconomic diversity.

### How You Compare... Your council's girl membership distribution compared to your girl market population



### Contextual Notes from CEO...

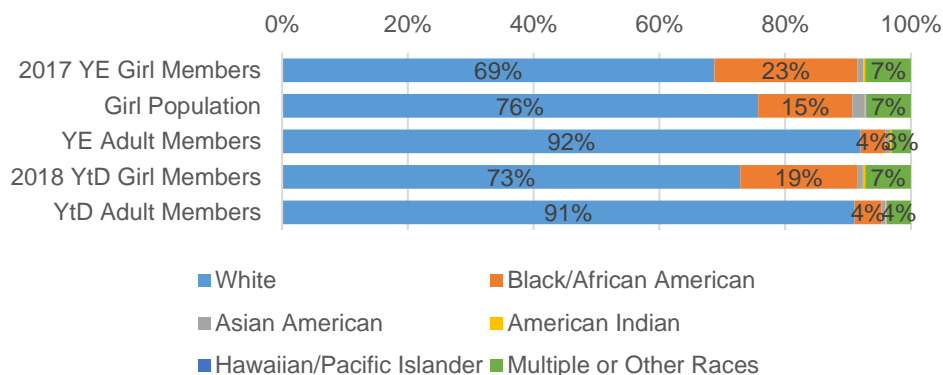
*No comment provided by council*

# Western Ohio: Representative Membership Summary

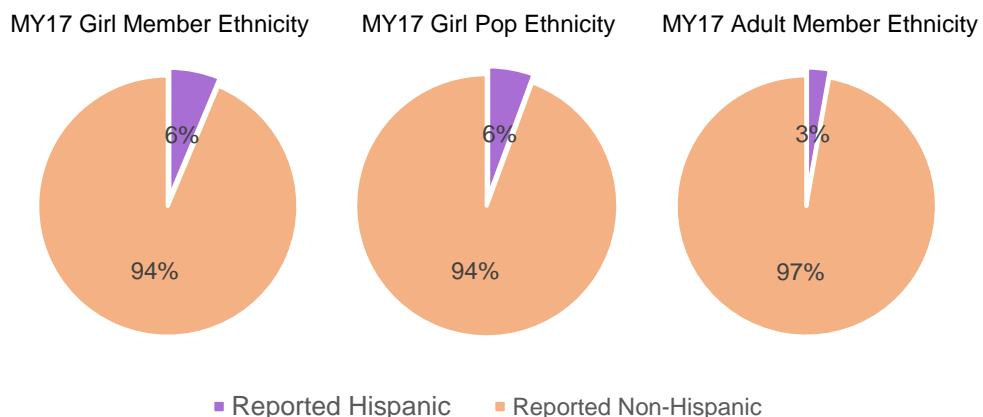


## 2 - Does our membership represent the communities we serve?

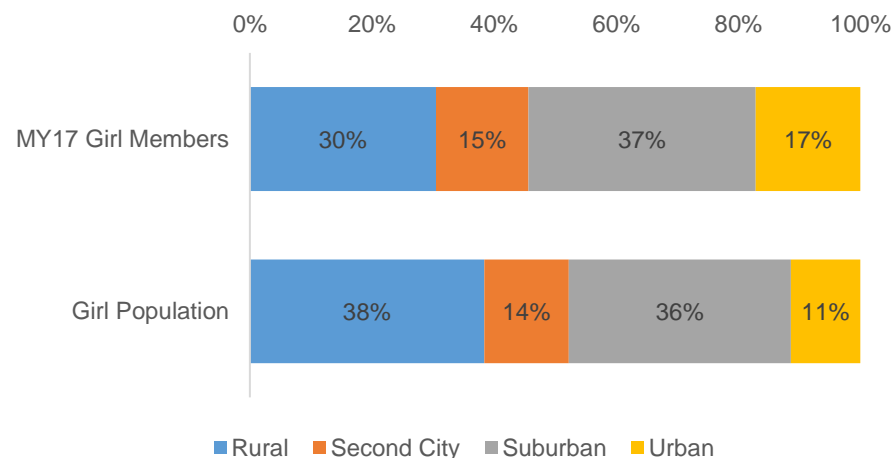
Council Girl Members Vs. Population and Adult Members, MY17 Year-End and MY18 April 30 Year-to-Date Race Profiles



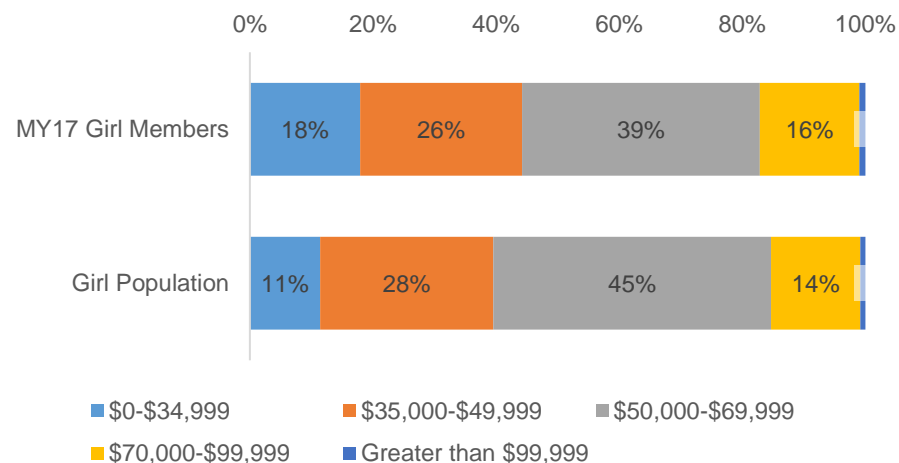
**Member percentages are based on those reporting a race.**  
**Your council had 11,943 girl members (29%) without a race reported for MY17.**



Urbanicity MY17



Household Income Distribution MY17



# Western Ohio: Overall Program Delivery Health Summary



## 3 - Do we have a sustainable volunteer and program delivery model?

### 2018 Analysis: Volunteer and Program Delivery Health

Many councils (as well as our overall national trend) saw overall health assessments lower this year. This is partly due to the incorporation of continuously low Volunteer NPS ratings, but change in new adult membership continues to be the primary driver of assessing health for this question.

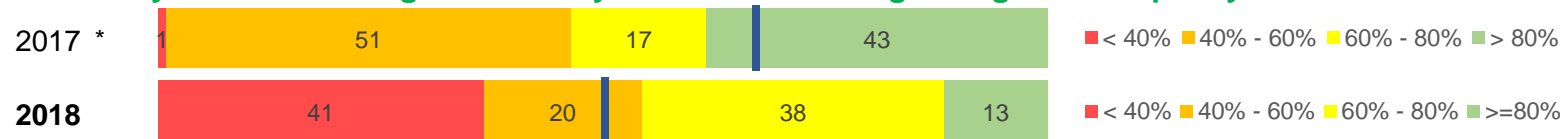
Future Annual Reviews will incorporate further data points on recruiting and retaining **volunteers** year-over-year, rather than using the broader "adults" category as a proxy.

### Newly Scored Metrics

As part of our ongoing effort to utilize all the tools and data available to us, Voice of the Customer survey data was fully incorporated into our assessments for the first time this year. Given the limited number of nationally reliable metrics around volunteer and program delivery, this change makes the comparison to last year's reviews less useful. The 2019 (and beyond) assessments will give us a better picture of overall health and trends in this category.

*See the appendix for more details about shifts in the way we are assessing Voice of the Customer data this year.*

### How has your Overall Program Delivery Health and ranking changed in the past year?



\*Due to the new inclusion of Voice of the Customer data, 2017 scores here are *particularly* less comparable.

Health	Ranking
81%	37**
▼ 50%	▼ 56

\*\*Tied with many others

### Contextual Notes from CEO...

*No comment provided by council*

### 3 - Do we have a sustainable volunteer and program delivery model?

Health & Contextual Indicators	2017 Council Review	2018 Council Review	2018 Nat'l Averages	Council Distributions	Legend
<b>Overall Program Health</b> (Percent of your council's potential points)	81%	▼ 50%	56%	41 20 38 13	Your council's point on the distribution ■ < 40%   ■ 40% - 60% ■ 60% - 80%   ■ >=80%
<b>3.1 Are our volunteers satisfied with and enthusiastic about their Girl Scouts experience? (April 2017 &amp; 2018 VoC)</b>					
<b>3.1.1 Volunteer Net Promoter Score</b>	13	= 15	13	84 26 2	■ < 20   ■ 20 - 35 ■ 35 - 50   ■ >=50
<b>3.1.2 Volunteer Satisfaction</b>	72	▲ 77	72	11 95 5	■ < 50   ■ 50 - 65 ■ 65 - 80   ■ >=80
<b>3.2 Do we have enough volunteers in the roles we need to fill? (MY2017 Year-End)</b>					
<b>3.2.1 Change in New Adult Members from Previous Year</b>	3%	▼ -1%	0.8%	50 12 9 41	■ < -3.0%   ■ -3.0% - 0.0% ■ 0.0% - 3.0%   ■ >=3.0%
<b>3.2.2 Girls to Direct Volunteers Ratio</b>	7.1	NA	NA	<i>Direct Volunteers for MY2017 is unavailable at time of publication.</i>	
<b>3.2.3 Girls to Adult Ratio</b>	3.2	3.0	2.3	2 16 61 33	■ > 4   ■ 3 - 4   ■ 2 - 3   ■ <=2

**Additional sub-questions for future consideration:**

3.3 Are our volunteers coming back?

3.4 Are our programs consistent from year to year, or vulnerable to changes in funding?

Year over Year changes: where appropriate, these symbols show the change in the council's data values since last year: YoY Increase ▲, Flat =, Decrease ▼

# Western Ohio: Overall Financial Health Summary



## 4 - Do we have a sustainable financial model which ensures we have the resources to deliver on the mission?

### 2018 Review analysis: Financial Delivery Health

Western Ohio declined overall from FY16 to FY17, and the health rating fell to Yellow. Overall ranking among all councils is down.

**Nationally**, months of operating reserves are trending toward more healthy ranges, but reliance on cookie revenue as a source of revenue has gotten worse.

### Metric Changes Since Last Year

We made several small changes this year in the way we present data in this category. A few redundant metrics from last year's Annual Review Dashboard have been combined (see 4.2.3 and 4.3.1), and we added a metric on **% of Operating Income from Fundraising**, shown as a 3-year average.

### How has your Overall Financial Health and ranking changed in the past year?



Health	Ranking
81%	15
▼ 67%	▼ 43

### Contextual Notes from CEO...

*No comment provided by council*



## 4 - Do we have a sustainable financial model which ensures we have the resources to deliver on the mission?

Health & Contextual Indicators	2017 Council Review	2018 Council Review	2018 Nat'l Averages	Council Distributions	Legend
<b>Overall Financial Health</b> (Percent of your council's potential points)	81%	▼ 67%	65%		Your council's point on the distribution ■ < 40%   ■ 40% - 60% ■ 60% - 80%   ■ >=80%
<b>4.1 Do we have sufficient reserves to weather a short-term crisis? Do we have sufficient liquidity to run our business? (FY16 and FY17)</b>					
<b>4.1.1: Months of Operating Reserves</b>	9.5	= 8.8	9.8		■ < 3   ■ 3 - 6   ■ 6 - 9   ■ >=9
<b>4.1.2: Trends in Months of Operating Reserves 2014-2017</b>	Overall: -15%		Overall: +6%	65 councils increased their operating reserves from FY16 to FY17, and 40 of those councils had increased the previous year as well.	
<b>4.1.3: Line of Credit Frequency of Use*</b>	No Line of Credit	No Line of Credit		■ Rarely; for extreme emergencies only 19%   ■ Once a year, for cookies 27% ■ A few times a year 12%   ■ Regularly throughout the year 6% ■ No Line of Credit 36%	
<b>4.1.4: Line of Credit Max Usage*</b>	NA	No LoC	55%		■ < 10%   ■ 10% - 90% ■ >90%   ■ N/A
<b>4.2 Is our revenue growing? Are expense categories in line with business norms, with a priority on programs? Are our revenues and expenses trending in healthy proportions relative to each other? (FY16 and FY17)</b>					
<b>4.2.1: Trend in Total Revenues</b>	-11%	-2.9%	3.6%	69 councils increased their total revenues from FY16 to FY17. Of these, 19 decreased their total expenses from in the same time period, bringing in more while spending less.	
<b>4.2.2: Trend in Total Expenses</b>	0.4%	7.0%	0.7%	63 councils increased their total expenses from FY16 to FY17. Of these, 13 decreased their total revenues in the same time period, spending more while bringing in less.	
<b>4.2.3: % Spending in Program/Mgmt&amp;General or Fundraising</b>	88% / 12%	89% / 11%	81% / 19%		■ < 70%   ■ 70% - 75% ■ 75% - 85%   ■ >=85%
<b>4.2.4: Assets Trends</b>	Up 2 years Overall: +4%		Up 2 Years, Overall +4.4%	27% of councils are up the past 2 years, 32% were up last year after declining the previous year, 12% were down last year after increasing the previous year, and 29% have declined 2 years in a row.	
<b>4.2.5: Liabilities Trends</b>	Mixed: Down, Up Overall: +71%		Up 2 Years, Overall +2.5%	32% of councils are down the past 2 years, 27% were down last year after increasing the previous year, 25% were up last year after decreasing the previous year, and 16% have increased 2 years in a row.	

\*Due to an error, Line of Credit data was NOT collected for MY17. While this does not change health scores, please let us know if your usage changed significantly last year: email councildashboard@girlscouts.org.

## 4 - Do we have a sustainable financial model which ensures we have the resources to deliver on the mission?

Health & Contextual Indicators	2017 Council Review	2018 Council Review	2017 Nat'l Averages	Council Distributions	Legend
4.3 Are our revenue streams diversified, and how vulnerable are we to a major change in cookie sales? (FY14 - FY17)					
4.3.1: % of Operating Income from Net Cookie Sales / Other Income Streams (3-year average)	64% / 36%	67% / 33%	66% / 34%		<ul style="list-style-type: none"> <li>&gt; 68%</li> <li>58% - 68%</li> <li>53% - 58%</li> <li>&lt;=53%</li> </ul>
4.3.2: Gross Cookie Revenue Trends 2014-2017	<ul style="list-style-type: none"> <li>▲</li> <li>▼</li> <li>▲</li> </ul> Overall: +6%	<ul style="list-style-type: none"> <li>▲</li> <li>▲</li> <li>▲</li> </ul> Overall: +16%	38 councils grew gross cookie revenues each of the past three years. 63 councils grew 2 out of the past 3 years, 11 declined 2 of the past 3 years, but no councils declined each of the past 3 years.		
4.3.3: % of Operating Income from Fundraising (3-year avg)	13%	12%	14%		<ul style="list-style-type: none"> <li>&lt; 14%</li> <li>14% - 17%</li> <li>17% - 20%</li> <li>&gt;=20%</li> </ul>
4.4 Do we have reasonable forecasts that allow us to do long-term planning? (Council survey submission)					
4.4.1: Multiyear financial forecasts tied to strategic plan	No; budget only	<b>Budget Only</b>			<ul style="list-style-type: none"> <li>No; budget only</li> <li>3 Years</li> <li>4 Years</li> <li>5 Years</li> <li>5+ Years</li> </ul>

Year over Year changes: where appropriate, these symbols show the change in the council's data values since last year: YoY Increase ▲, Flat =, Decrease ▼

# Western Ohio: Overall Governance Health Summary



## 5 - Is our board engaged in its governance and resource development?

### 2018 Review Analysis: Governance Health

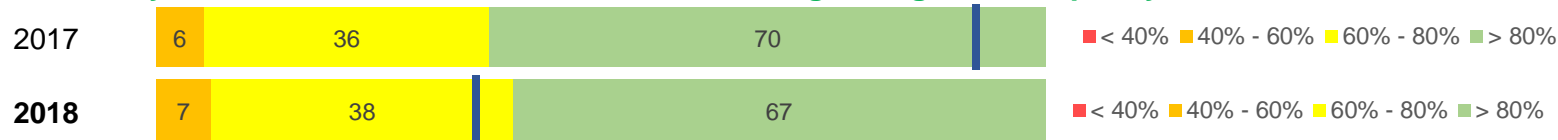
Western Ohio declined overall from FY16 to FY17, and the health rating fell to Yellow. Overall ranking among all councils is down.

**Nationally**, more councils are reporting having formal Give policies of some kind, and most councils with such policies report high participation in them. Average attendance of voting members at board meetings has remained a little low at 77%.

### Metric Changes Since Last Year

We are now factoring whether or not councils have written giving policies into our health assessments. Additionally, we have adjusted the way we assess and weight the various key board committees.

### How has your Overall Governance Health and ranking changed in the past year?



Health	Ranking
91%	9
▼ 77%	▼ 72

### Contextual Notes from CEO...

*No comment provided by council*

## 5 - Is our board engaged in its governance and resource development?

Health & Contextual Indicators	2017 Council Review	2018 Council Review	2018 Nat'l Averages	Council Distributions		Legend
				Your council's point on the distribution		
<b>Overall Governance Health</b> <small>(Percent of your council's potential points)</small>	91%	▼ 77%	81%	7	38	67
				< 40%	40% - 60%	60% - 80%
				60% - 80%	>=80%	
<b>5.1 Are the board's fundraising expectations in line with nonprofit best practices? (Council Survey data)</b>						
<b>5.1.1: Written Give Policy</b>	No	Yes	87 councils report a formal give policy of some kind. Of these, 32 councils report a combined give/get policy.			
<b>5.1.2: Policy Amount</b>	NA	\$2,000	\$2,523	While the National Average figure at left represents the average of reported official minimums, 36 councils ask board members to contribute a non-specified meaningful or personally significant amount.		
<b>5.1.3: Get Policy? (Amount)</b>	NA	Combined Give/Get	\$5,714	Other than the councils with combined give/get policies, only 12 councils report a separate give policy.		
<b>5.2 Is the board actively meeting fundraising expectations? (Council Survey data)</b>						
<b>5.2.1: % Participation in Give/Get Policy</b>	NA	21	84	10	9	11
				58		
<b>5.2.2: % Participation in Separate Get Policy</b>	NA	NA	55	7	2	1
				3		
<b>5.2.3: % of Board Who Give Some Amount</b>	100	= 100	93	3	5	15
				89		
<b>5.2.4: % of Board Who Leverage Some Amount</b>	26	▲ 32	47	74	9	17
				12		
<b>5.3 Do our board committees match governance best practices? (Council Survey data)</b>						
<b>5.3.1: Core Board Committees</b> <small>(Yours highlighted)</small>	See appendix	All 3 Core	(% Councils with Committee)	Audit (99%)	Finance (99%)	Fundraising (94%)
				Property (68%)	Other: Governance	
<b>5.3.2: Board Development and CEO Evaluation</b>	New; See Appendix on Scoring	Both	(% Councils with Committee)	CEO Evaluation (93%)		Board Development (100%)
<b>5.3.3: Board Reviews and Approvals</b>	NA; New Item	See Blue Highlights at Right	(% Councils with Process)	Budget (100%)	990 (97%)	Financial Audit (100%)

## 5 - Is our board engaged in its governance and resource development?

Health & Contextual Indicators	2017 Council Review	2018 Council Review	2018 Nat'l Averages	Council Distributions	Legend Your council's point on the distribution
<b>5.4 Is board attendance in line with nonprofit best practices? (Council Survey data)</b>					
<b>5.4.1: Voting Member Board Attendance</b>	<b>84%</b>	▲ <b>89%</b>	<b>77%</b>		<span style="color: red;">■</span> < 60% <span style="color: orange;">■</span> 60% - 70% <span style="color: yellow;">■</span> 70% - 90% <span style="color: green;">■</span> >=90%
<b>5.4.2: Board Has Event Attendance Policy</b>	No	No	49% of councils	Since last year, ten councils have changed their response to this question. Seven added attendance policies and three councils ended their policies.	
<b>5.4.3: Percent Event Attendance Participation</b>	<b>NA</b>	<b>NA</b>	<b>80</b>		<span style="color: red;">■</span> < 60 <span style="color: orange;">■</span> 60 - 70 <span style="color: yellow;">■</span> 70 - 90 <span style="color: green;">■</span> >=90

Year over Year changes: where possible, these symbols show the change in the council's data values since last year: YoY Increase ▲, Flat =, Decrease ▼

# Western Ohio: Human Resources Summary



## 6 - Do we have a people environment that supports the mission?

### National Summary

Staff turnover across councils averaged 21% in the past year, with averages of 17.6% voluntary turnover and 5.4% involuntary turnover. 54% of councils survey staff on organizational culture and/or employee engagement, and 99% of councils conduct formal staff reviews. Filling open positions with the right talent and addressing gaps in staff skillset and competency remain the top staffing concerns for the next 12 months.

### How You Compare...

Your council reports regularly conducting a survey on organizational culture and/or employee engagement, and you have each staff member participate at least annually in a formal review against established goals and competencies.

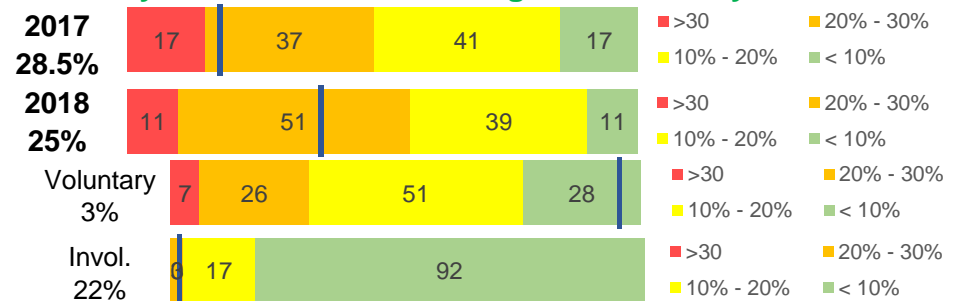
### Top 3 Staffing challenges in the next 12 months are:

- 1 Increasing employee retention and reducing turnover
- 2 Improving employee engagement and productivity
- 3 Filling open positions with the right talent

### Staffing Concerns Nationally Ranked Remain Consistent:

- 1 Filling open positions with the right talent
- 2 Addressing staff skill and competency gaps
- 3 Improving employee engagement and productivity
- 4 Increasing employee retention and reducing turnover
- 5 Maintaining and/or growing budgeted headcount
- 6 Re-designing organizational structure and accountabilities
- 7 Increasing staff diversity

### How has your staff turnover changed in the last year?



### Contextual Notes from CEO...

*No comment provided by council*

# Part III: Appendix

## Appendix 1: Overall Health Assessment Methodology

### Timing of indicators

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Each indicator used is chosen with an eye toward including the most recent, consistent and complete data set possible. For membership or financial data, this means using data from the membership/fiscal year end, with a few more current data points added only for contextual purposes. For Voice of the Customer, however, this meant using data from the recent April surveys. And for HR or Board information, councils were asked to report on May through April data if possible.

### Red / Orange / Yellow / Green

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Each assessed health indicator (labels shaded in blue throughout the file) is rated Red, Orange, Yellow, or Green. Green typically represents an ideal level, while red represents a level of concern. An indicator that falls on the exact cutoff between ranges is scored with the higher range, but most indicators are slightly off and may only *appear* to be on the cutoff due to rounding.

To combine indicators into an overall assessment, a point value is assigned to each color:

Red = 1

Orange = 2

Yellow = 3

Green = 4

Contextual indicators, and indicators where your council may not have data, are not assigned point values; their labels are shaded gray.

### Weighting

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Some indicators are considered more significant than others. Girl Retention Rate, for example, is more significant than Girl Satisfaction or NPS. A weight factor of 1, 2, or 3 is assigned accordingly. When accessing overall health for a Council Health Question, the weight for each indicator is multiplied by the point value of your council's rating in that indicator.

### Overall Health

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For an approximate assessment of your council's rating in each Council Health Question, the weighted point values of your assessed indicators are added together, and then divided by your potential total (the point value if all indicators were green). This percentage can be anywhere from 25% to 100%.

Red: < 40% (Mostly Red Assessed Indicators)

Orange: 40% - 60% (Likely mostly Orange Indicators, with a mix of Red or Yellow Indicators)

Yellow: 60% - 80% (Likely mostly Yellow Indicators, with a mix of Orange or Green Indicators)

Green: >= 80% (Likely a mix of Yellow and Green Indicators)



## Appendix 2: Voice of the Customer Compared to 2017 Annual Reviews

In addition to becoming health indicators, the Voice of the Customer (VoC) data and their assessment have changed in the following ways since last year's annual reviews:

### Girl Satisfaction

In 2017, the girl survey assessed satisfaction using a smiley face, where girls moved a lever to make the face smile or frown. To more accurately assess satisfaction, the 2018 survey anchored the scale with words (5 = Loved, 1 = Hated).

### Parent Surveys

The 2018 VoC parent survey assessed the experiences of customers who are parents only. Parents who are also troop leaders were invited to take the volunteer survey. For comparison consistency, we have provided updated 2017 parent data reflecting this change.

### Outcomes

GSRI research shows the five GSLE outcomes have varying baseline levels in the general girl population, with the average non-Girl Scout reporting a high Sense of Self 67% of the time, but rating Community Problem Solving highly only 30% of the time. We now rate each outcome on its own scale, with a goal to perform at *least* 5% better than non-Girl Scout benchmarks.

While the full VoC data set will not be available to be distributed to councils until early July, the following response summaries are provided for additional context on how last year's VoC compares to the 2018 survey **for your council**.

Year	N Girl	% Hi SoS	% Hi PosVal Girl	% Hi ChalSeek Girl	%Hi HelRel Girl	% Hi CPS Girl
<b>2018</b>	1710	82	73	57	52	48
<b>2017</b>	1879	84	74	55	54	47.8

Year	N Girl	%Girl Hi Sat	% Promoters Girl	% Detractors Girl	NPS Girl	% Intend to Stay Girl
<b>2018</b>	1710	63	60	16	44	85
<b>2017</b>	1879	71	63	14	49	89

Year	NParents	%Par Hi Sat	% Promoters Par	% Detractors Par	NPS Parent	% Intend to Stay Par
<b>2018</b>	1024	78	52	22	30	78
<b>2017</b>	947	77	56	19	37	77

Year	N Vol Leader	%Vol Hi Sat	% Promoters Vol	% Detractors Vol	NPS Volunteer	% Intend to Stay Vol
<b>2018</b>	1217	77	39	24	15	81
<b>2017</b>	698	72	38	24	13	83

## Appendix 3: Revisions Since Draft Dashboard Publication

### Major Adjustments, Visible to All

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**Date Labels:** Because of the mixed date ranges involved in the Council Annual Review Dashboards, instead of referencing membership and/or fiscal years at the top of the indicator breakout pages, we now focus on the year of the annual review. This changes the “Council MY16” heading to “2017 Council Review” and “Council MY17” to “2018 Council Review,” among other similar changes. The data sets are labelled in the sub-questions, as well as in the appendix.

**Ranks / Ranking Charts Adjusted for Tied Health:** Formulas involved in creating the ranks and charts have been modified to match each other better after a few bugs were reported. Furthermore, health assessment valuations where several councils were tied had been reporting mostly on the low end of the tied range, and now shows the rank on the better end. For example, previously a three-way tie for 2nd place would show all three councils in 4th place, and while that is accurate in its way, those councils will now be shown as ranked 2nd, as they would prefer.

**National Trends:** The summary pages for each question have updated national trends and other notes. A summary page has been added for question #2.

**Council Commentaries Added:** Where councils provided additional contextual comments for their health assessments, those have been added to the summary pages. The sub-questions have been moved to the appendix for ease of reference.

**Weighting Adjusted in the Appendix:** The weights for 3.1.2 and 3.2.1 had been listed incorrectly in the appendix as 2 and 3, respectively. They have been corrected to match the calculation used in assessing health: 3.1.1 and 3.1.2 both have a weight of 1, while 3.2.2 has a weight of 2.

### Smaller Adjustments, Impacting a Few Councils

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**Change Indicator Directional Arrows:** A few councils reported seeing indicator arrows from last year; these have been corrected or removed.

**Color-coding of 4.2.3 and 4.3.1:** A few councils with percentages within 0.5% but on the wrong side of the breakpoints had their indicators colored more favorably than they should have been, off of the rounded value. While this update makes the indicators themselves look worse for the impacted councils, this did NOT change the overall health assessments for the councils; the indicators had always been integrated as their non-rounded values.

**5.2.2 as a Health Indicator:** For councils who previously indicated NOT having a separate “get” policy, 5.2.2 was displayed as a grayed-out indicator, even if the councils now reported a “get” policy and were being assessed based on participation. This indicator label is now blue for all councils being assessed on it.

**Council Survey Data Updates:** Several councils submitted updates to their survey data, typically around their financials. While this mostly impacted the councils involved, it also created small shifts in a few averages.

## Appendix 4: Health Questions and Sub-questions

To assist in evaluating council and Movement health, we have grouped individual performance indicators under sub-questions provided below. These questions provide the operational framing for focusing insights into areas of growth or needed improvements.

### 1 - Do we have a successful model that drives positive impact for girls?

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1. Are our girls achieving desired outcomes?
2. Are girls and their parents satisfied with and enthusiastic about their Girl Scouts experience?
3. Are girls coming back year after year?
4. Do we have effective recruitment operations to bring in new families?

### 3 - Do we have a sustainable volunteer and program delivery model?

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1. Are our volunteers satisfied with and enthusiastic about their Girl Scouts experience?
2. Do we have enough volunteers in the roles we need to fill?

**For future work:**

3. Are our volunteers coming back year after year?
4. Are our programs consistent from year to year, or vulnerable to changes in funding?

### 4 - Do we have a sustainable financial model which ensures we have the resources to deliver on the mission?

---

1. Do we have sufficient reserves to weather a short-term crisis? Do we have sufficient liquidity to run our business?
2. Is our revenue growing? Are expense categories in line with business norms, with a priority on programs? Are our revenues and expenses trending in healthy proportions relative to each other?
3. Are our revenue streams diversified, and how vulnerable are we to a major change in cookie sales?
4. Do we have reasonable forecasts that allow us to do long-term planning?

### 5 - Is our board engaged in its governance and resource development?

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1. Are the board's fundraising expectations in line with nonprofit best practices?
2. Is the board actively meeting fundraising expectations?
3. Do our board committees match governance best practices?
4. Is board attendance in line with nonprofit best practices?

## Appendix 5: Indicator Definitions and Weighting

Health or Contextual Indicator	Definition & Basis	Low cut-off	Middle cut-off	High Cut-off	
<b>1 - Do we have a successful model that drives positive impact for girls?</b>					
<b>1.1 Are our girls achieving desired outcomes?</b> <i>(Collective weight of 3, distributed across all five outcomes; 0.6 per indicator)</i>					
Voice of the Customer, April 2017 & April 2018	1.1.1 Strong Sense of Self	<b>Definition:</b> 1.1.1 through 1.1.5 are the GSLE outcomes from the Voice of the Customer survey, conducted most recently in April 2018. The list the percentage of survey respondents who rated an outcome highly for the girl member.  <b>Cut-offs basis:</b> GSRI determined cut-offs for the 1.1 indicators based on research conducted with non-Girl Scouts. The five outcomes now have different benchmarks, with the goal to perform at least 5% better than the general girl population on each to be "Orange".	75%	80%	85%
	1.1.2 Positive Values		65%	60%	75%
	1.1.3 Challenge Seeking		45%	53%	60%
	1.1.4 Healthy Relationships		45%	53%	60%
	1.1.5 Community Problem Solving		35%	45%	55%
<b>1.2 Are girls and their parents satisfied with and enthusiastic about their Girl Scouts experience?</b>					
Voice of the Customer, April 2017 & April 2018	1.2.1 Girl Satisfaction (Weight: 1)	<b>Definition:</b> The percent of girls responding to the Voice of the Customer survey and reporting that they "loved" (top box) their overall Girl Scout experience.  <b>Cut-offs basis:</b> GSRI determined cut-offs for Girl, Parent, and Volunteer Satisfaction Scores based on broad customer experience benchmarks.	50%	65%	80%
	1.2.2 Parent Satisfaction (Weight: 1)	<b>Definition:</b> The percent of parents responding to the Voice of the Customer survey and reporting that they were "highly satisfied" (top two boxes) with their overall Girl Scout experience.  <b>Cut-offs basis:</b> GSRI determined cut-offs for Girl, Parent, and Volunteer Satisfaction Scores based on broad customer experience benchmarks.	50%	65%	80%
	1.2.3 Girl Net Promoter Score (Weight: 1)	<b>Definition:</b> The Net Promoter Score (NPS) assesses loyalty and growth, and can be used as an index to track how well an organization serves its members.  <b>Cut-offs basis:</b> GSRI determined cut-offs for Girl, Parent, and Volunteer Net Promoter Scores based on broad cross-industry NPS standards.	20	35	50
	1.2.4 Parent Net Promoter Score (Weight: 1)	<b>Definition:</b> The Net Promoter Score (NPS) assesses loyalty and growth, and can be used as an index to track how well an organization serves its members.  <b>Cut-offs basis:</b> GSRI determined cut-offs for Girl, Parent, and Volunteer Net Promoter Scores based on broad cross-industry NPS standards.	20	35	50

## Appendix 5: Indicator Definitions and Weighting

Health or Contextual Indicator		Definition & Basis	Low cut-off	Middle cut-off	High Cut-off		
<b>1.3</b>	<b>Are our girls coming back year after year?</b> (MY2017 Year-End)						
InfoScout MBR006	1.3.1	Girl Retention Rate (Weight: 3)	<b>Definition:</b> Girl Retention Rate divides the number of girls who were members in both MY2016 and MY2017 by the total number of MY2016 girl members.		50%	58%	65%
	1.3.1	Girl Retention Rate Trend (Contextual)	<b>Definition:</b> This indicator simply subtracts the MY16 YE Retention Rate from the MY17 YE Retention Rate.				
<b>1.4</b>	<b>Do we have effective recruitment operations to bring in new families?</b> (MY2017 Year-End)						
InfoScout MBR006	1.4.1	Girl Market Share (Weight: 2)	<b>Definition:</b> Market Shares are calculated by dividing the number of Girl Members in a segment (in this case, the council) by the total population of girls in the segment. <b>Cut-offs basis:</b> <i>Ideal market shares based on table discussions at the 2016 Leadership Summit</i>		5%	7.5%	10%
	1.4.2	Girl Member Change Relative to Girl Population Change (Weight: 1)	<b>Definition:</b> This indicator subtracted the change in council girl population (MY2017 population divided by MY2016 population) from the change in girl membership from MY2016 to MY2017. <b>Cut-offs basis:</b> <i>Ideal change based on table discussions at the 2016 Leadership Summit</i>		-1%	0%	1%
	1.4.3	New Girl Members Change (Weight: 3)	<b>Definition:</b> New Girls are defined by InfoScout as girls for whom the system can find no matching record in the immediately previous year. <b>Cut-offs basis:</b> <i>Break-points are set to match the overall girl membership change settings below.</i>		-3%	0%	3%
	1.4.4	Overall Girl Membership Change (Weight: 2)	<b>Definition:</b> Change in membership is a calculation of the difference between girl memberships for the later membership year and the prior membership year, divided by girl membership of the prior membership year. <b>Cut-offs basis:</b> <i>Break-points are based on table discussions at the 2016 Leadership Summit.</i>		-3%	0%	3%
<b>1.a</b>	<b>MY18 Year-to-Date April 30 Indicators Compared to MY17</b>						
InfoScout MBR006		Indicators in this section use the same definitions as those above, except that they are pulled as of April 30th. Year-over-Year statistics compare to April 30 of last year, while retention rate divides by MY17 Year-End.			<i>Contextual only</i>		

## Appendix 5: Indicator Definitions and Weighting

Health or Contextual Indicator	Definition & Basis	Low cut-off	Middle cut-off	High Cut-off		
<b>2 - Does our membership represent the communities we serve?</b>						
All data comes from a modified version of InfoScout report MBR006, as of the end of MY2017. Hispanic/Non-Hispanic is separated out because (consistent with census practices) it is considered an <i>ethnicity</i> , while other demographics are <i>racial</i> . Statistics on members without a race reported are the summary of "I choose not to respond" and "Race Not Reported"						
<b>3 - Do we have a sustainable volunteer and program delivery model?</b>						
<b>3.1 Are our volunteers satisfied with and enthusiastic about their Girl Scouts experience?</b>						
Voice of the Customer, April 2017 & 2018	3.1.1	Volunteer Net Promoter Score (Weight: 1)	<b>Definition:</b> The Net Promoter Score (NPS) assesses loyalty and growth, and can be used as an index to track how well an organization serves its members. <b>Cut-offs basis:</b> GSRI determined cut-offs for Girl, Parent, and Volunteer Net Promoter Scores based on broad cross-industry NPS standards.	20	35	50
	3.1.2	Volunteer Satisfaction (Weight: 1)	<b>Definition:</b> The percent of volunteer leaders responding to the Voice of the Customer survey and reporting that they were "highly satisfied" (top two boxes) with their overall Girl Scout experience. <b>Cut-offs basis:</b> GSRI determined cut-offs for Girl, Parent, and Volunteer Satisfaction Scores based on broad customer experience benchmarks.	50%	65%	80%
<b>3.2 Do we have enough volunteers in the roles we need to fill?</b>						
InfoScout MBR006	3.2.1	Change in New Adult Members MY16-MY17 (Weight: 2)	<b>Definition:</b> New Adults are defined by InfoScout as adults for whom the system can find no matching record in the immediately previous year. This metric is a stand-in for new volunteer recruitment. <b>Cut-offs basis:</b> Membership change cut-offs are consistent between girls/adult or new/all.	-3%	0%	3%
	3.2.2	Girls to Direct Volunteers Ratio (Contextual / Unavailable)	<b>Definition:</b> This ratio divides the number of Girl Members by the number of Direct Primary Volunteers at the council. Lower ratios are generally considered better. <b>Cut-offs basis:</b> 10 girls to 1 direct volunteer reflects a ratio of two leaders for a troop of no more than 20 girls.	>10	7.5	<5
	3.2.3	Girls to Adult Ratio (Contextual)	<b>Definition:</b> This ratio divides the number of Girl Members by the number of total Adult Members at the council. Lower ratios are generally considered better. <b>Cut-offs basis:</b> This set of cut-offs was selected to provide a reasonable distribution while using whole numbers.	>4	3	<2



## Appendix 5: Indicator Definitions and Weighting

Health or Contextual Indicator		Definition & Basis	Low cut-off	Middle cut-off	High Cut-off		
<b>4 - Do we have a sustainable financial model which ensures we have the resources to deliver on the mission?</b>							
<b>4.1 Do we have sufficient reserves to weather a short-term crisis? Do we have sufficient liquidity to run our business?</b>							
Council-Reported Survey Responses	4.1.1	Months of Operating Reserves (Weight: 3)	<b>Definition:</b> Months of operating reserves is derived from the following: Available Unrestricted Net Assets = Total Unrestricted Net Assets - Equity in Net Fixed Assets. Operating Reserves = Available Unrestricted Net Assets - Board-Designated Funds for Specific Purposes [other than operating reserves] - 3rd Party Requirements for Specific Purposes Operating Reserves in months = Operating Reserves / (Total Expenses - Net Assets Released from Restriction) * 12. <b>Cut-offs basis:</b> Common nonprofit financial resources recommend 3-6 months of operating reserves, while some will suggest as many as 9 months of reserves. 3 months is considered a minimum.		<3 months	6 months	>9 months
	4.1.2	Trends in Mos. of Operating Reserves (Contextual)	<b>Definition:</b> Simple tracks whether months of operating reserves grew or declined from 2014-2015, 2015-2016, and 2016-2017				
	4.1.3	Line of Credit Frequency of Use (Contextual)	<b>Definition:</b> Council-reported data: how regularly do you use your line of credit? Please inform GSUSA if your usage changed in FY17				
	4.1.4	Line of Credit Max Usage (Contextual)	<b>Definition:</b> What percentage of your line of credit's maximum capacity did you use at the point of highest withdrawal? <b>Contextual cut-offs basis:</b> These cut-offs were selected to created relatively even-sized categories among the councils with a Line of Credit.		<10%	>90% Contextual	N/A
<b>4.2 Is revenue growing in healthy proportion to expenses? Are expenses in line with business norms, with a priority on programs?</b>							
Council-Reported Survey Responses	4.2.1	Trend in Total Revenues (Contextual)	<b>Definition:</b> Simple tracks percent change in the sum of reported revenues from the previous fiscal year.		Contextual		
	4.2.2	Trend in Total Expenses (Contextual)	<b>Definition:</b> Simple tracks percent change in the sum of reported operating expenses from the previous fiscal year.		Contextual		
	4.2.3	% Spending in Major Expense: Program (Weight: 2)	<b>Definition:</b> Spending in Major Expense: Program, divided by the spending in all three Major Expense categories (Programs, Fundraising, Management & General) <b>Cut-offs basis:</b> Charity Navigator requires "general" nonprofits to spend at least 85% on Program Expenses to receive a perfect score, while Charity Watch uses a cut-off of 75% to consider a charity to be highly efficient.		<70%	75%	>85%

## Appendix 5: Indicator Definitions and Weighting

Health or Contextual Indicator			Definition & Basis	Low cut-off	Middle cut-off	High Cut-off
4.2 Cont.	4.2.4	Assets Trends (Contextual)	<b>Definition:</b> Simple tracks whether Total Assets grew or declined from 2015-2016 and 2016-2017	Contextual		
	4.2.5	Liabilities Trends (Contextual)	<b>Definition:</b> Simple tracks whether Total Liabilities grew or declined from 2015-2016 and 2016-2017	Contextual		
<b>4.3</b>	<b>Are our revenue streams diversified, and how vulnerable are we to a major change in cookie sales?</b>					
Council-Reported Survey Responses	4.3.1	Percent of Operating Income from Net Cookie Sales (3-year average) (Weight: 3)	<b>Definition:</b> Divides net cookie revenues by total revenues, over the past three years. A lower percentage reflects better diversification <b>Cut-offs basis:</b> <i>IRS guidelines generally require a nonprofit receives at least 33% of funding from individual donations. While Girl Scouts councils are not bound by this, it suggests a minimum level of diversification.</i>	>68%	58%	<53%
	4.3.2	Gross Cookie Revenue Trends 2013-2016	<b>Definition:</b> Simple tracks whether gross cookie revenues grew or declined from 2014-2015, 2015-2016, and 2016-2017	Contextual		
	4.3.3	Percent of Operating Income from Fundraising (3-year average) (Weight: 1)	<b>Definition:</b> Divides fundraising net revenues by total revenues, over the past three years. A higher percentage reflects better diversification	14%	17%	20%
<b>4.4</b>	<b>Do we have reasonable forecasts that allow us to do long-term planning?</b>					
Council Surveys	4.4.1	Multiyear financial forecasts tied to strategic plan (Contextual)	<b>Definition:</b> Council-reported data: Does your council prepare multiyear financial forecasts tied to your strategic plan?	Contextual		

<b>5 - Is our board engaged in its governance and resource development?</b>						
<b>5.1 Are the board's fundraising expectation in line with nonprofit best practices?</b>						
Council-Reported Survey Responses	5.1.1	Written Give Policy (Weight: 3)	<b>Definition:</b> Council-reported data: Do you have a written Give Policy? <i>Board Source recommends that nonprofits have a policy requiring board members to give at a level meaningful to them.</i>	No	Yes	
	5.1.2	Policy Amount (Contextual)	<b>Definition:</b> If there is a formal written policy, what amount(s) are board members expected to donate? (Or is it a "meaningful contribution?")	Contextual only		
	5.1.3	Get Policy & Amount (Contextual)	<b>Definition:</b> If there is a <i>separate</i> get policy, what amount(s) are board members expected to leverage?	Contextual only		



## Appendix 5: Indicator Definitions and Weighting

Health or Contextual Indicator		Definition & Basis	Low cut-off	Middle cut-off	High Cut-off	
<b>5.2</b>	<b>Is the board actively meeting fundraising expectations?</b>					
Council-Reported Survey Responses	5.2.1	% Participation in Give Policy (Weight: 3 if Give Only or if Combined Give/Get Policy; 2 if Separate Give/Get Policies)	<b>Definition:</b> % of Board Members who participate in formal Give Policy. Includes data where councils have combined give/get policies. If there is a separate "get" policy, weight is reduced to keep consistent total weight around board member fundraising policies. <b>Cut-offs basis:</b> Breakpoints were selected to be consistent across all percentage categories on the Governance page.	<60%	70%	>90%
	5.2.2	% Participation in Get Policy (Weight: 1 if applicable)	<b>Definition:</b> % of Board Members who participate in formal Get Policy. <b>Cut-offs basis:</b> Breakpoints were selected to be consistent across all percentage categories on the Governance page.	<60%	70%	>90%
	5.2.3	% of Board Who Give Some Amount (Contextual)	<b>Definition:</b> % of Board Members who give some amount. <b>Cut-offs basis:</b> Breakpoints were selected to be consistent across all percentage categories on the Governance page.	<60%	70%	>90%
	5.2.4	% of Board Who Leverage Some Amount (Contextual)	<b>Definition:</b> % of Board Members who leverage some amount. <b>Cut-offs basis:</b> Breakpoints were selected to be consistent across all percentage categories on the Governance page.	<60%	70%	>90%
<b>5.3</b>	<b>Do our board committees match governance best practices?</b>					
Council-Reported Survey Responses	5.3.1	Core Board Committee Structure (Weight: 2)	<b>Definition:</b> A board is expected to have all three of the following committees: Audit, Finance, and Fundraising. Data was provided by councils via survey, which allowed the option to select that another committee fulfilled the Fundraising function. <b>Basis:</b> Maryland Standards for Excellence Code and boardeffect.com	If all three committee, Green. Otherwise, Red.		
	5.3.2	Board Development and CEO Evaluation (Weight: 1 per committee)	<b>Definition:</b> A board is also expected to have Board Development and CEO Evaluation committees, or committees or taskforces serving these functions. Data provided by councils via survey. <b>Basis:</b> Maryland Standards for Excellence Code and boardeffect.com	Each of the two committees is scored separately. If the council has it, then Green. Otherwise, Red.		
	5.3.3	Board Reviews and Approvals (Contextual)	<b>Definition:</b> Does the board review and approve each of the following annually? Budget, 990, Financial Audit <b>Basis:</b> Maryland Standards for Excellence Code	Currently Contextual		

## Appendix 5: Indicator Definitions and Weighting

Performance or Contextual Indicator		Definition & Basis	Low cut-off	Middle cut-off	High Cut-off				
<b>5.4 Is board attendance in line with nonprofit best practices?</b>									
Council-Reported Survey Responses	5.4.1	Voting Member Board Attendance (Weight: 3)	<b>Definition:</b> Average attendance of voting board members divided by the sum of voting adult members and (where applicable) voting girl members <b>Cut-offs basis:</b> Breakpoints were selected to be consistent across all percentage categories on the Governance page.			<60%	70%	>90%	
	5.4.2	Board Has Event Attendance Policy (Contextual)	<b>Definition:</b> Does the Council have a formal Event Attendance Policy.						
	5.9	Percent Event Attendance Participation (Weight: 1)	<b>Definition:</b> % of Board Members who attend events per the policy above. <b>Cut-offs basis:</b> Breakpoints were selected to be consistent across all percentage categories on the Governance page.			<60%	70%	>90%	
Performance or Contextual Indicator		Definition & Basis	Low cut-off	Middle cut-off	High Cut-off				
<b>6 - Do we have a people environment that supports the mission?</b>									
Council-Reported Survey Responses	6.1	Staff Turnover Rate (Contextual)	<b>Definition:</b> Council-reported data. <b>Contextual cut-offs basis:</b> chosen for a roughly even distribution in the accompanying chart.			>30%	20%	<10%	<i>Contextual only</i>
	6.2	Voluntary Staff Turnover Rate (Contextual)	<b>Definition:</b> Council-reported data. (Number of year-round employees who terminated employment voluntarily, divided by the average number of year-round employees) <b>Contextual cut-offs</b> consistent with above.			>30%	20%	<10%	<i>Contextual only</i>
	6.3	Involuntary Staff Turnover Rate (Contextual)	<b>Definition:</b> Council-reported data. (Number of year-round employees terminated for involuntary reasons, divided by the average number of year-round employees) <b>Contextual cut-offs</b> consistent with above.			>30%	20%	<10%	<i>Contextual only</i>
	6.4	How you Compare (Contextual)	<b>Definition:</b> Council-reported data: do you survey staff at least annually on organizational culture and/or employee engagement, and do you have each staff member participate at least annually in a formal review against established goals and competencies?						
	6.5	Staffing Challenges in the Next 12 Months (Contextual)	<b>Definition:</b> Council-reported data: rank your top 3 staffing challenges in the next 3 months.						

## Appendix 6: Council Comments

The full texts of all council comments are presented below for reference.

### CEO Comment:

For Q11b, the percentage is very low because the give/get policy was just implemented on 1/23/18

### Alignment Question 1: Are you aligned with the Girl Scouts brand strategy?

G.I.R.L. assets incorporated into print materials; G.I.R.L. messaging incorporated into print pieces, social media strategy, program materials, digital communications; utilizing Girl Scout font and color scheme on all collateral

### Alignment Question 2: Are you aligned with Girl Programs?

Have aligned our council offered program events with the four program pillars (STEM, Outdoor, Life Skills, Entrepreneurship). GSWO troops have participated in piloting new STEM journeys. We support our members, community partners and all staff to embrace the GSLE by implementing the program processes with girls through all pathways to achieve the 5 outcomes. We ensure girls align with GSUSA guidelines in earning their highest awards. We have focused on increasing the number of girls earning these awards over the past two years. GSWO supports GSRI evaluation and additionally evaluates all program activities and non-troop pathways using outcomes measures.

### Alignment Question 3: Are you aligned on Operating Model?

Staff strategy & structure supports model, including: outside sales/ lead generation team; inside sales team/conversion; retention team supporting troops; customer care team; data team managing reporting, dashboards and data analysis; VHR manager to coordinate Vol policies/ personnel actions. Actively monitor and use voice of the customer data to improve volunteer, girl and parent experience and support. Also primary council strategies aligned with GSUSA's five strategy areas. GSUSA KPI's consistently show GSWO KPI's as above national average. Part of the early adopter cohort of Looker data management system.

### Alignment Question 4: Do you adhere to the policies and standards of Girl Scouts of the U.S.A. and follow the Constitution of GSUSA?

GSWO uses GSUSA Constitution, policies, standards and other national source documents as key resources in annual review/update of council processes and resources.

### Alignment Question 5: Are you engaged with the Movement?

## Appendix 6: Council Comments

Project Teams/Thought Partners: Product Sales Advisory; Volunteer & Finance Tab Development Toolkit Thought Partner; Data Quality Thought Partner; GSRI STEM Community of Practice - Outcomes member; Looker strategy; National Cookie Steering Committee; National Board Task Group on Cookies; Thought Leader - New CEO Training Peer to Peer; DOL - Regional; Renewal Thought Partner; Conversion Thought Partner; Service Delivery Thought Partner; Troop Support Thought Partner. Conferences: MarComm; Fund Development; Product Sales Regional; Sandler - Reinforcement Coaching; Sales Management; Quick Start; ACA-GSUSA Kindred Session; G.I.R.L. Champion; Leadership Summit. Webinars: Product Sales; Girl Experience; CEI; Reporting; MarComm; Fund Development; COO; National Leadership; CEI - Conversion/Op Catalog; 2016 Impact Report; Council line staff sales training webinar; State of Girl; HR Top 13; 4 active LinkedIn licensed staff, 3 sales navigators and 1 jobs license.

### Health Question 1 Context: Do we have a successful model that drives positive impact for girls?

No comment provided by council

### Health Question 2 Context: Does our membership represent the communities we serve?

No comment provided by council

### Health Question 3 Context: Do we have a sustainable volunteer and program delivery model?

No comment provided by council

### Health Question 4 Context: Do we have a sustainable financial model that ensures we have the resources that deliver on the mission?

No comment provided by council

### Health Question 5 Context: Is our board engaged in its governance and resource development?

No comment provided by council

### Health Question 6 Context: Do we have a people environment that supports our mission?

No comment provided by council

### Additional Clarifications Submitted in Initial Survey

**Appendix 6: Council Comments**

NA