

2020 Girl Scouts Council Annual Review Health Dashboard: Heart of New Jersey (135)

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 immediately so we can make corrections and get you an updated dashboard.
- 3. Confirm your annual review conversation.** Council Consultants have already setup phone calls to discuss your overall council health. They will send a second confirmation with your final dashboard, PowerPoint Deck to lead the conversation and the Blue Book of Basic documents within 7 to 10 days of your scheduled call, please be sure to confirm receipt.

Two important notes for reviewing:

- Your dashboard may be a little different from the initial draft. The most widespread set of changes are to the overall ranking on Q5 (Governance), which was inverted, and the council distribution bar on Q6 (HR), which was also inverted. Any other changes would be a result of feedback received from your council. We're happy to make adjustments if you would like to add any additional commentary.
- 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. You can see our council thought partners on the final page of this document, but we also welcome your feedback.



Council Annual Review Health Dashboard

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Introduction: 2020 Girl Scouts Annual Review Council Health Dashboard



What is a healthy council?

A healthy council:

- o Drives positive impact for girls
- o Has sustainable volunteer and program delivery models driving membership growth
- o Has a membership that reflects the community it serves
- 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 Looker. Metric definitions and benchmarks are available in the appendix.

Part I: Overall Movement Health Summary

Overall Movement Health as of May 2020



Council Health Question	2019 Nat'l Average	2020 Nat'l Average	Council Distribution	
1) Is our program model driving higher impact for girls? ▲ 68% ▼ 64%	68%	64%	2019: 13 (40-60%), 88 (60-80%), 8 (>=80%) 2020: 41 (40-60%), 61 (60-80%), 7 (>=80%)	▲ 68% ▼ 64% Legend: < 40% (red), 40% - 60% (orange), 60% - 80% (yellow), >=80% (green)
2) Do we have sustainable volunteer and program delivery models that drive growth? ▲ 69% ▼ 62%	69%	62%	2019: 3 (<40%), 34 (40-60%), 44 (60-80%), 31 (>=80%) 2020: 6 (<40%), 44 (40-60%), 51 (60-80%), 10 (>=80%)	▲ 69% ▼ 62% Legend: < 40% (red), 40% - 60% (orange), 60% - 80% (yellow), >=80% (green)
3) Does our membership represent the communities we serve?	N/A*	N/A*		
4) Do we have a sustainable financial model which ensures we have the resources to deliver on the mission? ▼ 64% = 64%	64%	64%	2019: 2 (<40%), 33 (40-60%), 65 (60-80%), 11 (>=80%) 2020: 2 (<40%), 33 (40-60%), 65 (60-80%), 11 (>=80%)	▼ 64% = 64% Legend: < 40% (red), 40% - 60% (orange), 60% - 80% (yellow), >=80% (green)
5) Is our board engaged in its governance and resource development? ▲ 85% = 87%	85%	87%	2019: 0 (<40%), 31 (60-80%), 80 (>=80%) 2020: 19 (60-80%), 91 (>=80%)	▲ 85% = 87% Legend: < 40% (red), 40% - 60% (orange), 60% - 80% (yellow), >=80% (green)
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
Heart of New Jersey (135)**

Heart of New Jersey (135): 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.

1) How are you aligned with the Girl Scouts brand strategy?

Our marketing and communications team follows the GSUSA brand strategy via the brand center. All marketing materials for the council follows national standards. Branded materials reflect the G.I.R.L. messaging.

2) How are you aligned with Girl Programs?

In the past year, GSHNJ approved 77 Gold Awards, 313 Silver Awards, and 497 Bronze Awards; all evaluated on the national rubric.

3) How are you aligned on and effectively utilizing the Operating Model?

We train all staff and volunteers on Volunteer Tool Kit and stress that it is a fun and seamless way to track troop activity, plan meetings, access rosters, and more.

4) How are you adhering to the policies and standards of Girl Scouts of the U.S.A. and following the Constitution of Girl Scouts of the

Post and reference Volunteer Essentials, Safety Activity Checkpoints, etc.

5) How are you engaged and aligned with the Movement?

Staff members consistently represent our council on conference calls and webinars. Our CEO makes it a priority to call-in to the GSUSA monthly calls. She is also a part of the CEO cohort group and a member of the GSUSA MarComm Advisory Committee. Our COO also participates in monthly leadership calls for operations and finance.

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

Heart of New Jersey (135): Council Health Summary



Council Profile

	HNJ	Councils in Category
Council Size	Midsize Council	36
Region	Northeast	21

Council Health Questions

1) Is our program model driving higher impacts for girls? (11 Health Indicators)	HNJ 71%	National 64%	4) Do we have a sustainable financial model which ensures we have the resources to deliver on the mission? (4 Health Indicators and 10 Contextual Indicators)	HNJ 61%	National 64%
2) Do we have sustainable volunteer and program delivery models that drive growth? (7 Health Indicators and 11 Contextual Indicators)	HNJ 89%	National 62%	5) Is our board engaged in its governance and resource development? (7 Health Indicators and 10 Contextual Indicators)	HNJ 79%	National 87%
3) Does our membership represent the communities we serve? (4 Contextual Indicators)	Contextual indicators only		6) Do we have a people environment that supports the mission? (6 Contextual Indicators)	Contextual indicators only	

Optional Executive Summary Notes Heart of New Jersey Dashboard:

Optional Clarifying Notes Heart of New Jersey Dashboard:

None submitted

Heart of New Jersey (135): Overall Impact Health Summary



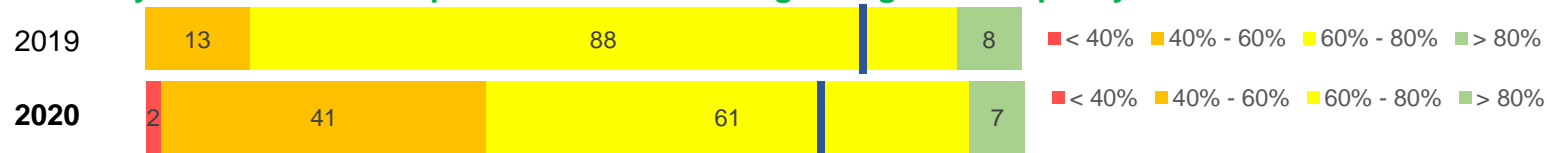
1 - Is our program model driving higher impacts for girls?

2020 Topline Voice of the Customer (VoC) Changes

Nationally, there are mixed results across KPIs. While customers are less likely to report being “highly satisfied,” they are happy with their Girl Scout experience overall and are willing to recommend Girl Scouts to others. Girl Outcomes have not meaningfully changed.

- GSLE Outcomes have decreased slightly since 2019; most by only a few percentage points.
- Satisfaction is lower across customer groups, with girls showing the steepest declines.
- Net Promoter Score (NPS) for girls and parents show minimal declines. Troop leader NPS increased.

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



Health	Ranking
= 74%	▼ 20
▼ 71%	▼ 25

Additional notes:

None submitted

1 - Is our program model driving higher impact for girls?

(All data on this page from April 2019 and April 2020 VoC surveys)

Health & Contextual Indicators	2019 Council Review	2020 Council Review	2020 Nat'l Averages	Council Distributions	Legend
Overall Impact Health (Percent of your council's potential points)	= 74%	▼ 71%	64%		Your council's point on the distribution ■ < 40% ■ 40% - 60% ■ 60% - 80% ■ >=80%
1.1 Are our girls achieving desired outcomes?					
1.1.1 Strong Sense of Self	= 84	= 82	77		■ 75 ■ 80 ■ 85 ■ >=85
1.1.2 Positive Values	= 76	▼ 68	68		■ 65 ■ 70 ■ 75 ■ >=75
1.1.3 Challenge Seeking	= 60	▼ 52	52		■ 45 ■ 53 ■ 60 ■ >=60
1.1.4 Healthy Relationships	= 58	▼ 52	49		■ 45 ■ 53 ■ 60 ■ >=60
1.1.5 Community Problem Solving	= 51	▲ 55	48		■ 35 ■ 45 ■ 55 ■ >=55
1.2 Are girls and their parents satisfied with and enthusiastic about their Girl Scouts experience?					
1.2.1 Girl Satisfaction	= 61	▲ 82	77		■ 50 ■ 65 ■ 80 ■ >=80
1.2.2 Parent Satisfaction	▲ 83	▼ 76	73		■ 50 ■ 65 ■ 80 ■ >=80
1.2.3 Girl Net Promoter Score	= 43	▲ 49	38		■ 20 ■ 35 ■ 50 ■ >=50
1.2.4 Parent Net Promoter Score	▲ 47	▼ 40	35		■ 20 ■ 35 ■ 50 ■ >=50
1.3 Are our volunteers satisfied with and enthusiastic about their Girl Scouts experience?					
1.3.1 Volunteer Net Promoter Score	▲ 21	▲ 40	35		■ 20 ■ 35 ■ 50 ■ >=50
1.3.2 Volunteer Satisfaction	= 73	= 75	74		■ 50 ■ 65 ■ 80 ■ >=80

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

Heart of New Jersey (135): Overall Program Delivery Health Summary



2 - Do we have sustainable volunteer and program delivery models that drive growth?

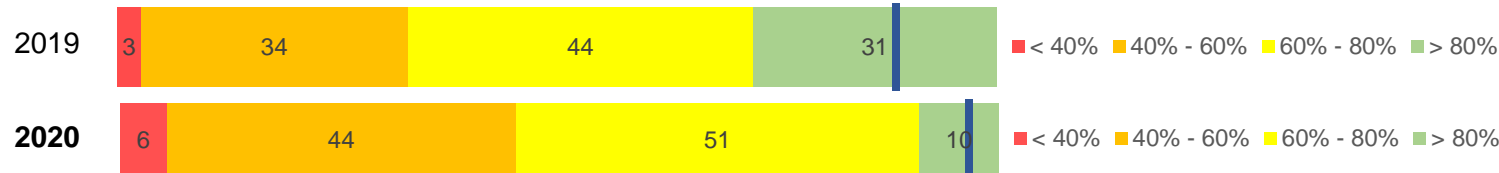
2020 Review analysis

New Girl Recruitment continues to be a major factor: In MY18 58 councils increased their new girl recruitment, where as in MY19 only 32 councils did.

New Indicators This Year

Girls receiving Financial Assistance (FA) are broken into "Full" and "Partial". We've also asked for detail on how APD programs are run, and how they drive impact, for each council.

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



Health	Ranking
▲ 89%	▲ 13
= 89%	▲ 4

*See revisions appendix, page 25

Additional notes:

None submitted

2 - Do we have sustainable volunteer and program delivery models that drive growth?

Health & Contextual Indicators	2019 Council Review	2020 Council Review	2020 Nat'l Averages	Council Distributions	Legend
Overall Sustainable Model Health	▲ 89%	= 89%	62%	6 44 51 10	Your council's point on the distribution ■ < 40% ■ 40% - 60% ■ 60% - 80% ■ >=80%

2.1 Are our girls coming back year after year? (Looker MY2018 and MY2019 Year-End)

2.1.1 Girl Retention Rate	▼ 75%	▲ 76%	60%	10 28 36 37	■ < 50% ■ 50% - 58% ■ 58% - 65% ■ >=65%
2.1.2 Girl Retention Rate Trend	▼ -1.3%	▲ 1.6%	1.6%	Nationally, girl retention rates increased slightly from MY2018 to MY2019.	

2.2 Do we have effective recruitment operations? (MY18 and MY19 Year-End)

2.2.1 Girl Market Share	= 8.4%	= 8.5%	6.6%	43 30 26 12	■ < 5.0% ■ 5.0% - 7.5% ■ 7.5% - 10.0% ■ >=10.0%
2.2.2 Girl Member Change Relative to Girl Pop. Change	▲ 0.2%	▲ 0.6%	-3.7%	65 7 14 25	■ < -1.0% ■ -1.0% - 0.0% ■ 0.0% - 1.0% ■ >=1.0%
2.2.3 New Girl Members Change	▼ 3.0%	▲ 5.2%	-8.6%	70 9 10 22	■ < -3.0% ■ -3.0% - 0.0% ■ 0.0% - 3.0% ■ >=3.0%
2.2.4 Overall Girl Membership Change	▼ -1.2%	▲ 2.0%	-3.6%	55 16 31 9	■ < -3.0% ■ -3.0% - 0.0% ■ 0.0% - 3.0% ■ >=3.0%

2.3 Do we have enough volunteers in the roles we need to fill? (MY18 and MY19 Year-End)

2.3.1 DP Retention Rates into DP	82%	▼ 78%	69%	24 20 85	■ < 50% ■ 50% - 58% ■ 58% - 65% ■ >=65%
2.3.2 Change in Overall DP Volunteers	4.9%	= 2.0%	-2.1%	51 20 18 22	■ < -3.0% ■ -3.0% - 0.0% ■ 0.0% - 3.0% ■ >=3.0%
2.3.3 Girls to DP Volunteers	4.9	= 4.9	6.2	4 7 43 56	■ 15.8 - 10.0 ■ 10.0 - 8.0 ■ 8.0 - 6.0 ■ 6.0 - 3.9
2.3.4 Volunteer Roles Filled Per Volunteer (at 2020-5-31)	1.8	▲ 1.9	1.9	15 27 40 28	■ 3.8 - 2.5 ■ 2.5 - 2.0 ■ 2.0 - 1.5 ■ 1.5 - 1.1

2 - Do we have sustainable volunteer and program delivery models that drive growth?

Health & Contextual Indicators	2019 Council Review	2020 Council Review	2020 Nat'l Averages	Council Distributions	Legend
2.4 What percent of Girl Memberships are APD or dependent on financial assistance? (Looker, and Council Survey)					
2.4.1 % of Girls Flagged as APD	0.7%	= 1%	15.6%		■ 0% - 10% ■ 10% - 20% ■ 20% - 40% ■ 40% - 57%
2.4.2 % of Budget Spent on Financial Assistance*	1.9%	▼ 1.4%	2.8%		■ 0% - 2% ■ 2% - 4% ■ 4% - 6% ■ 6% - 20%
2.4.3 % of Girls Receiving Full Financial Assistance	5.9%	▲ 6%	25.5%		■ 3% - 20% ■ 20% - 40% ■ 40% - 60% ■ 60% - 95%
2.4.3a % of Girls Receiving Partial Financial Assistance		1.7%	2.7%		■ 0% - 20% ■ 20% - 40% ■ 40% - 60% ■ 60% - %
2.4.4 Financial Assistance Spending Per FA Girl	\$122	▼ \$70	\$60		■ \$19 - \$50 ■ \$50 - \$100 ■ \$100 - \$200 ■ \$200 - \$581

*Includes grant-funded APD in calculating financial assistance spending.

Contextual: MY20 Year-to-Date April 30 Indicators Compared to MY19 April 30				
2.1.1a Girl Retention Rate YtD	▲ 75.4%	▼ 74.7%	59.4%	In MY19, three quarters of the councils that reached the target 65% girl retention rate by year-end had already reached the target by 4/30.
2.2.3a New Girl Members Change YtD	▼ -6.7%	▼ -12.5%	-13.8%	
2.2.4a Overall Girl Membership Change YtD	▲ -1.0%	▼ -2.0%	-6.7%	

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

2 - Do we have sustainable volunteer and program delivery models that drive growth?

How does your APD programming drive impact for girls?

Overall, we have surpassed our membership goal of 1,200 girls and 400 adults in Emerging Markets. Our Emerging Markets team was created to fill a void in our growing urban markets. We ended 2019 with 1,387 girls vs. 762 last year and 477 adults vs. 346 last year. It has been an amazing year of growth in the Emerging Markets. EM closed the year up 82% in girl membership, and now make up 7.9% of our total council membership. Which represents a growth from 4.2% to 7.9% year over year. Going forward into MY20, the communities of East Orange/Orange and Plainfield Service Units will join Emerging Markets. We are introducing girls in these markets to Girl Scouts until volunteers can be identified to lead and run the traditional troop model. The challenges are identifying and retaining volunteers in these growing markets.

How is your APD program structured at your council?

Emerging Markets team, which is a team of paid staff, work with volunteers in 7 target cities to deliver 6 sessions series focused on Girl Scout basics, history and traditions. And a sample of girl programs by pillar. Council staff do side by side trainings through these sessions so that volunteers can take over once the sessions are complete.

How do you fund your APD programming?

Funded by our council's operational budget and grants received.

What are your top three concerns about membership sustainability in the next year?

Impact of COVID-19 on returning girl members
Maintaining the membership increase we've seen over the years
Volunteer engagement

Heart of New Jersey (135): Representative Membership Summary



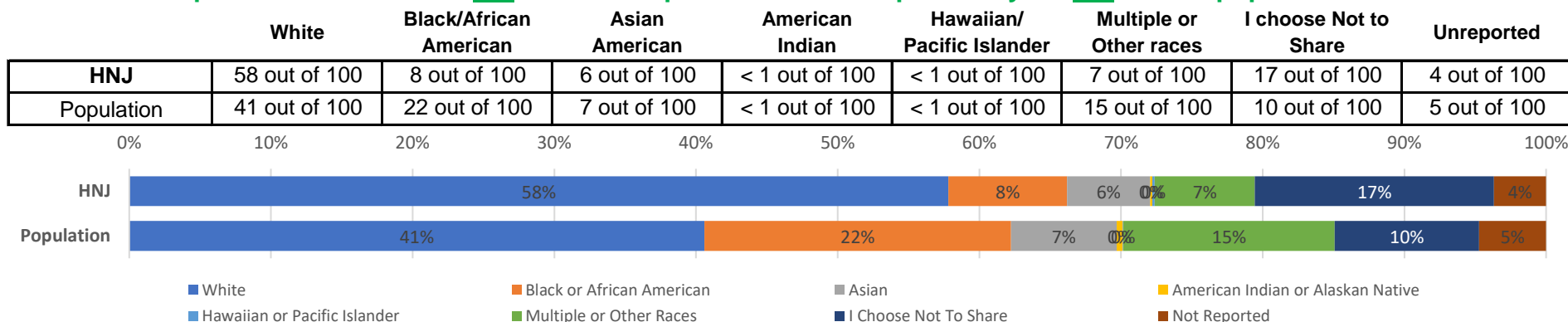
3 - Does our membership represent the communities we serve?

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, 72% of Girl Scouts report as White while only 17% 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



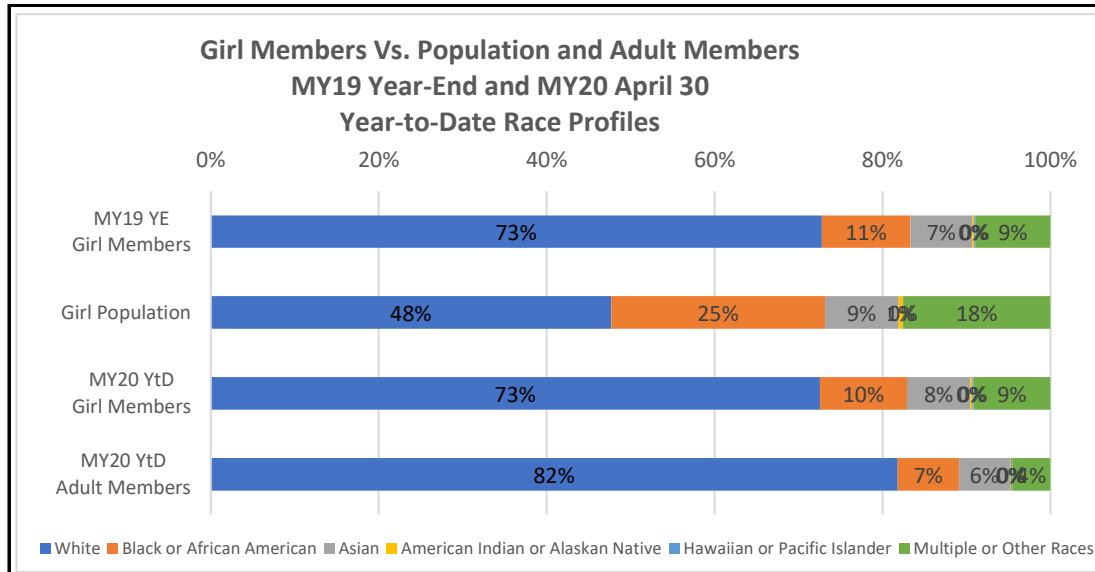
Additional notes:

None submitted

Heart of New Jersey (135): Representative Membership Summary

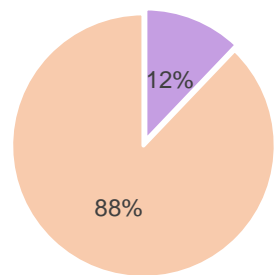


3 - Does our membership represent the communities we serve?

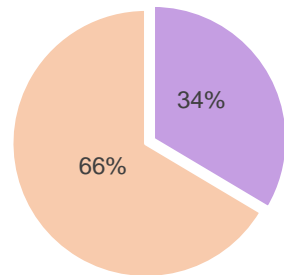


Member percentages are based on those reporting a race.
Your council had 2,548 girl members (15%) without a race reported for MY19.

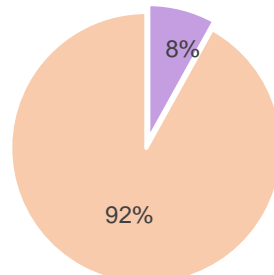
MY19 Girl Mem Ethnicity



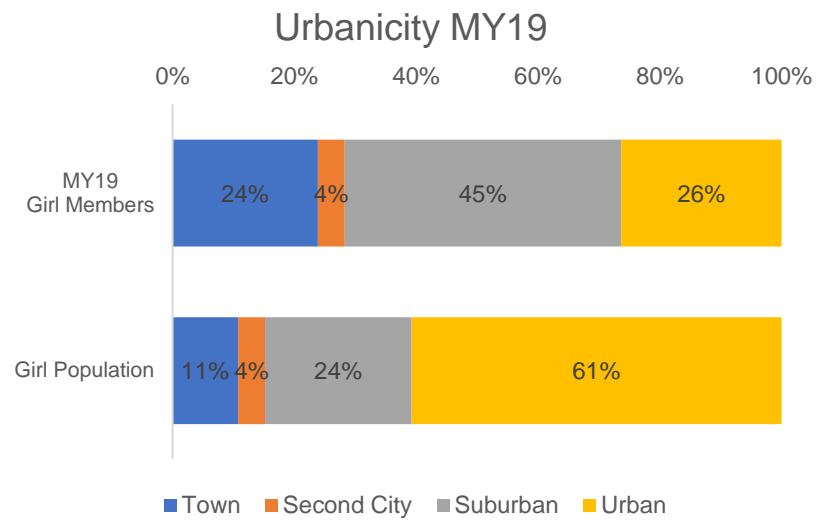
MY19 Girl Pop Ethnicity



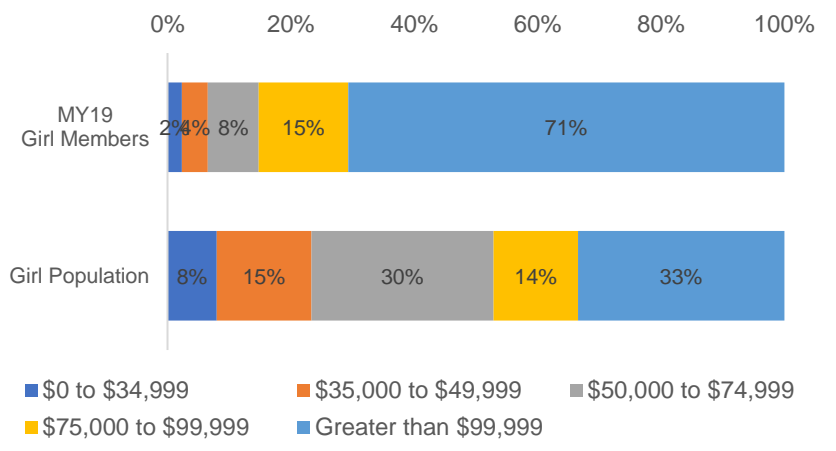
MY19 Adult Mem Ethnicity



Latinx Non-Latinx



Household Income Distribution MY19



Heart of New Jersey (135): Overall Financial Health Summary



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

2020 Review analysis: Financial Delivery Health

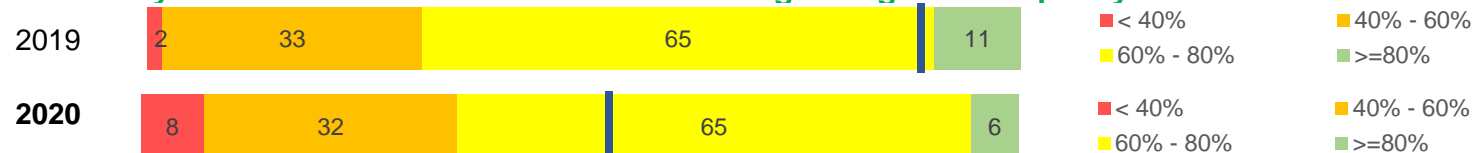
Heart of New Jersey declined overall from FY18 to FY19, and the health rating remained at Yellow. Overall ranking among all councils is down.

Nationally, months of operating reserves continue to trend toward more healthy ranges, but reliance on cookie revenue as a source of revenue has gotten worse.

New Indicators This Year

Girls receiving Financial Assistance are broken into "Full" and "Partial". We've also asked for detail on how APD programs are run, and how they drive impact, for each council.

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



Health	Ranking
= 78%	▲ 12
▼ 61%	▼ 52

Additional notes:

None submitted

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

Health & Contextual Indicators	2019 Council Review	2020 Council Review	2020 Nat'l Averages	Council Distributions		Legend		
Overall Financial Health (Percent of your council's potential points)	= 78%	▼ 61%	64%	2	33	65	11	■ < 40% ■ 40% - 60% ■ 60% - 80% ■ > 80%
4.1 Do we have sufficient reserves to weather a short-term crisis? Do we have sufficient liquidity to run our business? (FY18 & FY19)								
4.1.1: Months of Operating Reserves	▼ 6.1	▼ 3.1	9.9	10	20	25	56	■ < 3 ■ 3 - 6 ■ 6 - 9 ■ >=9
4.1.2: Trends in Months of Operating Reserves 2016-2019	Overall: -44%	Overall: -83%	Overall: +4%	70 councils increased their operating reserves from FY18 to FY19. Of those, 30 had increased the previous year as well.				
4.1.3: Line of Credit Reasons for Use	No Line of Credit Use		48	Cookie Sale	2	Capital Campaign	13	Day-to-Day Operations
			1	Construction	2	Facility Renovation	1	Equipment Purchase
			0	Operating Deficits	25	Not Used/None Selected	35	No Line of Credit
4.1.4: Line of Credit Months Utilization	NA	NA	2.7	28	11	4	27	■ 0 ■ 0.1 - 1 ■ 1.1 - 2 ■ >2
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? (FY18 and FY19)								
4.2.1: Trend in Total Operating Revenues	-4.6%	9.7%	-1.4%	60 councils increased their total revenues from FY18 to FY19. Of these, 16 decreased their total expenses from in the same time period, bringing in more while spending less.				
4.2.2: Trend in Total Operating Expenses	2.8%	8.7%	4.4%	69 councils increased their operating expenses from FY18 to FY19. Of these, 26 decreased their total revenues in the same time period, spending more while bringing in less.				
4.2.3: % Spending in Program	79%	80%	82%	4	3	71	33	■ < 70% ■ 70% - 75% ■ 75% - 85% ■ >=85%
4.2.4: Current Ratio (Assets / Liabilities)	14	14.1	16.1	47	31	18	13	■ 1.9 - 10 ■ 10 - 20 ■ 20 - 30 ■ 30 - 84

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

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

Health & Contextual Indicators	2019 Council Review	2020 Council Review	2020 Nat'l Averages	Council Distributions	Legend
<p>4.3 Are our revenue streams diversified, and how vulnerable are we to a major change in cookie sales? (FY17 - FY19)</p>					
4.3.1: % of Operating Income from Net Cookie Sales / Other Income Streams (3-year average)	49% / 51%	56% / 44%	70% / 30%		<ul style="list-style-type: none"> > 68% 58% - 68% 53% - 58% <=53%
4.3.2: Gross Cookie Revenue Trends 2017-2019	 Overall: +13%	 Overall: +21%	 Overall: +10%	25 councils grew gross cookie revenues each of the past three years. 54 councils grew 2 out of the past 3 years, 31 declined 2 of the past 3 years, and 2 councils declined each of the past 3 years.	
4.3.3: % of Operating Income from Fundraising (3-year avg)	8%	9%	13%		<ul style="list-style-type: none"> < 14% 14% - 17% 17% - 20% >=20%
4.3.4: Trends in Fundraising Revenues	-17%	42%	5%	41 councils grew their fundraising revenues this year, 35 councils grew by at least 10% and 34 councils declined by -10% or worse	
4.3.5: Fundraising ROI	\$2.08	\$1.55	\$2.04		<ul style="list-style-type: none"> \$0.23 - \$1.00 \$1.01 - \$2.00 \$2.01 - \$3.00 \$3 - \$210
<p>4.4 Do we have reasonable forecasts that allow us to do long-term planning? (Council survey submission)</p>					
4.4.1: Multiyear financial forecasts tied to strategic plan	No; budget only	Budget only	Budget Only		<ul style="list-style-type: none"> No; budget only 3 Years 4 Years 5 Years 5+ Years

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

Heart of New Jersey (135): Overall Governance Health Summary



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

2020 Review Analysis: Governance Health

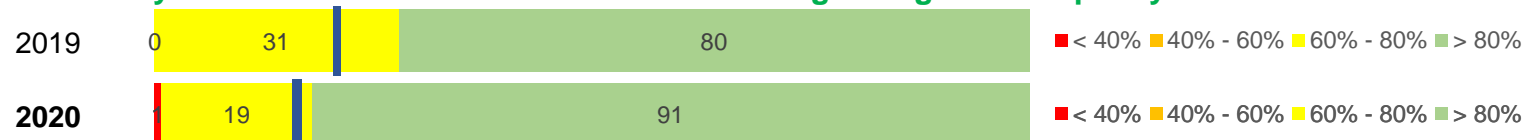
Heart of New Jersey stayed relatively flat overall from last year to this year, and the health rating remained at Yellow. Overall ranking among all councils is up.

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 the same as last year.

Metric Changes Since Last Year

While our survey questions around governance practices have been refined in the last year, the assessed metrics remain essentially the same. New *contextual* questions provide insight into board involvement in strategic planning and tracking against goals, as well as involvement in membership strategy.

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



Health	Ranking
▲ 77%	▼ 87
= 79%	▼ 93

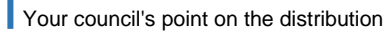


Additional notes:

- Q10 - There is also a Policy Committee, that while standing, is not currently active.
- Q14 - Board Members are required to attend annual meeting, attendance at fundraising events is strongly encouraged.
- Q18 - GSHNJ has been operating without a full time CFO since November of 2018.

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

Health & Contextual Indicators	2019 Council Review	2020 Council Review	2020 Nat'l Averages	Council Distributions	Legend
Overall Governance Health <small>(Percent of your council's potential points)</small>	▲ 77%	= 79%	87%		Your council's point on the distribution ■ < 40% ■ 40% - 60% ■ 60% - 80% ■ > 80%
5.1 Are the board's fundraising expectations in line with nonprofit best practices? (Council Survey data)					
5.1.1: Written Give Policy	Yes	Yes	102 councils report a formal give policy of some kind. Of these, 1 councils report a combined give/get policy.		
5.1.2: Policy Amount	\$750	\$750	\$2,431	While the National Average figure at left represents the average of reported official minimums, 49 councils ask board members to contribute a non-specified meaningful or personally significant amount.	
5.1.3: Get Policy?	Combined Give/Get	Combined Give/Get		Other than the councils with combined give/get policies, only 19 councils report a separate get policy.	
5.2 Is the board actively meeting fundraising expectations? (Council Survey data)					
5.2.1: % Meeting Give Policy	0	▲ 40	88		■ 60 ■ 60 - 70 ■ 70 - 90 ■ >90
5.2.2: % Participation in Separate Get Policy	NA	NA	59		■ < 60 ■ 60 - 70 ■ 70 - 90 ■ >=90
5.2.3: % of Board Who Give Some Amount	▲ 94	▲ 100	93		■ < 60 ■ 60 - 70 ■ 70 - 90 ■ >=90
5.2.4: % of Board Who Leverage Some Amount	▲ 56	▲ 73	59		■ < 60 ■ 60 - 70 ■ 70 - 90 ■ >=90
5.3 Do our board committees match governance best practices? (Council Survey data)					
5.3.1: Core Board Committees <small>(Yours highlighted)</small>	All 3 Core	All 3 Core	(% Councils with Committee)	Audit (96%) Property (69%)	Finance (98%) Other: Executive, HR
5.3.2: CEO Evaluation and Board Development	Both	Both	(% Councils with Committee)	CEO Evaluation (95%)	Board Development (97%)
5.3.3: Board Reviews and Approvals	See Blue Highlights at Right	(% Councils with Process)	Budget (97%)	990 (96%)	Financial Audit (98%)

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

Health & Contextual Indicators	2019 Council Review	2020 Council Review	2020 Nat'l Averages	Council Distributions	Legend
					
5.4 Is board attendance in line with nonprofit best practices? (Council Survey data)					
5.4.1: Voting Member Board Attendance	= 84%	▲ 89%	79%		■ < 60 ■ 60 - 70 ■ 70 - 90 ■ >=90
5.4.3: Board Has Event Attendance Policy	Yes	Yes	51% of councils	Since last year, 7 councils have changed their response to this question. 4 added attendance policies and 3 councils ended their policies.	
5.4.4: Percent Event Attendance Participation	81	▲ 100	85		■ < 60 ■ 60 - 70 ■ 70 - 90 ■ >=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 ▼					
5.5 Is the board actively involved in strategic work? (Council Survey data)					
5.5.1: Board Sets & Tracks Strategic Plans / Goals	Plans or Sets Priorities: Yes Tracks Results: Yes	Yes to both	Most councils reported that boards were both involved in setting strategic goals / priorities and tracked results. Only 4 councils said their boards did neither thing.		
5.5.2: Board Approves Membership Goals / Strategies	Yes	Mixed Replies	About half (45%) of boards sign off on membership goals each year, while 12% sign off on membership strategies and 38% of boards are informed on membership strategies or goals.		
5.5.3: Sustainable Growth Goals / Strategies	Yes, for one year AND with a multi-year growth strategy	Mixed Replies	About half (48%) of responses claim strategies to grow immediately and over several years, while a quarter (25%) focus on immediate growth only and another 25% do not plan to grow this year but have a multi-year sustainable growth strategy.		
Related Comments:					
The board reviews and approves the council's overall membership objective, along with targets at the strategic market level as part of our annual planning process.					

Fiscal Year End: 9/30/2019

Board Year End: 4/22/2020

Heart of New Jersey (135): Human Resources Summary



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

National Summary

Staff turnover across councils averaged 24% in the past year, with averages of 19% voluntary turnover and 5% involuntary turnover. 21% of departing staff had managerial responsibilities. 61% of councils survey staff on organizational culture and/or employee engagement, and 96% of councils conduct formal staff reviews. Filling open positions with the right talent remains the top staffing concern for the next 12 months.

Staffing Expenses as Portion of Total Expenses



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 5 Staffing challenges in the next 12 months are:

- 1 Adapting to changing circumstances
- 2 none entered
- 3 none entered
- 4 none entered
- 5 none entered

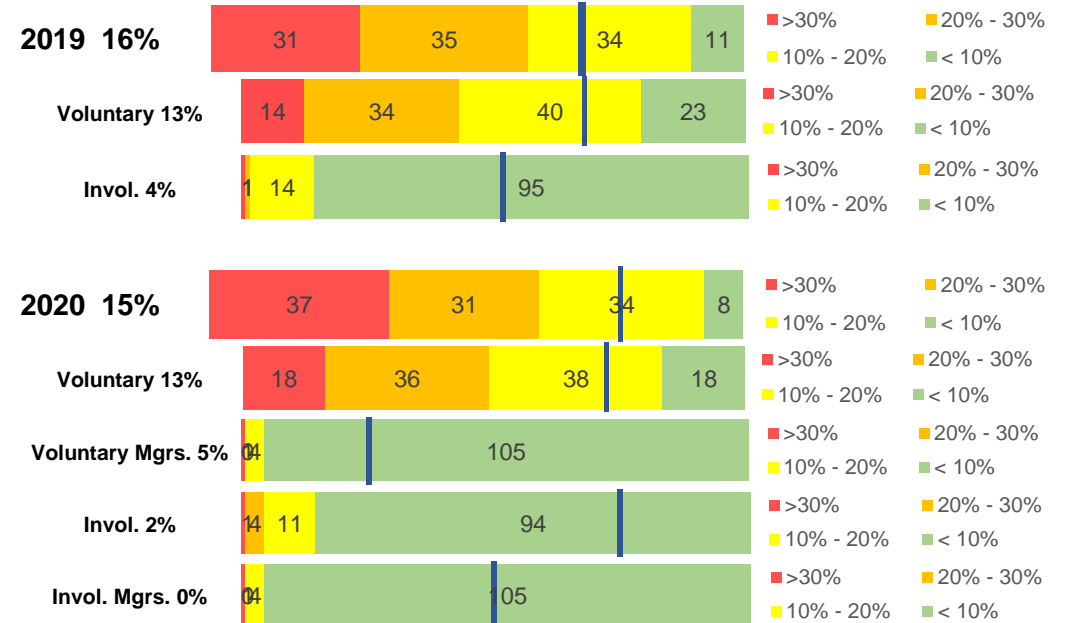
Additional notes:

None submitted

Staffing Concerns Nationally Ranked Remain Consistent:

- 1 Secure right talent to support Council operations now and future
- 2 Right number of positions within Council to support operations & volunteers
- 3 Align/re-design org. structure/accountabilities with strategic vision of Council
- 4 Identify skill gaps & make needed staff-development programming available
- 5 Improve employee engagement & productivity
- 6 Ability to offer/maintain competitive comp. packages (including PTO)
- 7 Increase diversity of staff to better reflect population being served
- 8 Other
- 9 Improve onboarding processes
- 10 Create/Implement talent succession plans

How has your staff turnover changed in the last year?



Part III: Appendix

Appendix 1: Council Comments

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

Executive Summary

none submitted

Clarifying Notes

0

Alignment Question 1) How are you aligned with the Girl Scouts brand strategy?

Our marketing and communications team follows the GSUSA brand strategy via the brand center. All marketing materials for the council follows national standards. Branded materials reflect the G.I.R.L. messaging.

Alignment Question 2) How are you aligned with Girl Programs?

In the past year, GSHNJ approved 77 Gold Awards, 313 Silver Awards, and 497 Bronze Awards; all evaluated on the national rubric.

Alignment Question 3) How are you aligned on and effectively utilizing the Operating Model?

We train all staff and volunteers on Volunteer Tool Kit and stress that it is a fun and seamless way to track troop activity, plan meetings, access rosters, and more.

Alignment Question 4) How are you adhering to the policies and standards of Girl Scouts of the U.S.A. and following the Constitution of Girl Scouts of the U.S.A.?

Post and reference Volunteer Essentials, Safety Activity Checkpoints, etc.

Alignment Question 5) How are you engaged and aligned with the Movement?

Staff members consistently represent our council on conference calls and webinars. Our CEO makes it a priority to call-in to the GSUSA monthly calls. She is also a part of the CEO cohort group and a member of the GSUSA MarComm Advisory Committee. Our COO also participates in monthly leadership calls for operations and finance.

Sustainable Growth Context

The board reviews and approves the council's overall membership objective, along with targets at the strategic market level as part of our annual planning process.

How does your APD programming drive impact for girls?

Appendix 1: Council Comments

Overall, we have surpassed our membership goal of 1,200 girls and 400 adults in Emerging Markets. Our Emerging Markets team was created to fill a void in our growing urban markets. We ended 2019 with 1,387 girls vs. 762 last year and 477 adults vs. 346 last year. It has been an amazing year of growth in the Emerging Markets. EM closed the year up 82% in girl membership, and now make up 7.9% of our total council membership. Which represents a growth from 4.2% to 7.9% year over year. Going forward into MY20, the communities of East Orange/Orange and Plainfield Service Units will join Emerging Markets. We are introducing girls in these markets to Girl Scouts until volunteers can be identified to lead and run the traditional troop model. The challenges are identifying and retaining volunteers in these growing markets.

How is your APD program structured at your council?

Emerging Markets team, which is a team of paid staff, work with volunteers in 7 target cities to deliver 6 sessions series focused on Girl Scout basics, history and traditions. And a sample of girl programs by pillar. Council staff do side by side trainings through these sessions so that volunteers can take over once the sessions are complete.

How do you fund your APD programming?

Funded by our council's operational budget and grants received.

What are your top three concerns about membership sustainability in the next year?

Impact of COVID-19 on returning girl members
Maintaining the membership increase we've seen over the years
Volunteer engagement

#NAME?

Additional notes for question 1 - Is our program model driving higher impacts for girls?

None submitted

Additional notes for question 2 - Do we have sustainable volunteer and program delivery models that drive growth?

None submitted

Additional notes for question 3 - Does our membership represent the communities we serve?

None submitted

Additional notes for question 4 - Do we have a sustainable financial model which ensures we have the resources to deliver on the mission?

None submitted

Appendix 1: Council Comments

Additional notes for question 5 - Is our board engaged in its governance and resource development?

Q10 - There is also a Policy Committee, that while standing, is not currently active.

Q14 - Board Members are required to attend annual meeting, attendance at fundraising events is strongly encouraged.

Q18 - GSHNJ has been operating without a full time CFO since November of 2018.

Additional notes for question 6 - Do we have a people environment that supports the mission?

None submitted

Top 5 Staffing challenges in the next 12 months other text:

Appendix 2: 2019 Voice of the Customer Outcomes

Changes in Girl Scout Voices Count methodology: This year, the launch of Girl Scout Voices Count was delayed a month due to COVID-19, running from May 6-June 8. Additionally, email invitations were “bundled” by household and sent via Salesforce Marketing cloud. Preliminary analyses suggest that shifts in Key Performance Indicators (KPIs) are likely not due to changes in methodology. Rather, they reflect customers’ experiences in Girl Scouts and the impact of COVID-19 on their engagement.

Appendix 4: Overall Health Assessment Methodology

Timing of indicators

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 information, councils were asked to report on May through April data if possible.

Red / Orange / Yellow / Green

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

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

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 5: 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 - Is our program model driving higher impact for girls?

1. Are our girls achieving desired outcomes?
2. Are girls and their parents satisfied with and enthusiastic about their Girl Scouts experience?
3. Are our volunteers satisfied with and enthusiastic about their Girl Scouts experience?

2 - Do we have sustainable volunteer and program delivery models that drive growth?

1. Are girls coming back year after year?
2. Do we have effective recruitment operations?
3. Do we have enough volunteers in the roles we need to fill?
4. What percent of Girl Memberships are APD or dependent on financial assistance?

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?

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?
5. Is the board actively involved in strategic work?

Appendix 6: Indicator Definitions and Weighting

Health or Contextual Indicator	Definition & Basis	Low cut-off	Middle cut-off	High Cut-off	
1 - Is our program model driving higher impact for girls?					
1.1 Are our girls achieving desired outcomes? (Weight of 1 per indicator)					
Voice of the Customer, April 2019 & April 2020	1.1.1 Strong Sense of Self	Definition: 1.1.1 through 1.1.5 are the GSLE outcomes from the Voice of the Customer survey, conducted most recently in April 2020. The list the percentage of survey respondents who rated an outcome highly for the girl member. Cut-offs basis: 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%
1.2 Are girls and their parents satisfied with and enthusiastic about their Girl Scouts experience?					
Voice of the Customer, April 2019 & April 2020	1.2.1 Girl Satisfaction (Weight: 1)	Definition: The percent of girls responding to the Voice of the Customer survey and reporting that they "loved" (top box) their overall Girl Scout experience. Cut-offs basis: 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)	Definition: 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. Cut-offs basis: 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)	Definition: 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. Cut-offs basis: 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)	Definition: 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. Cut-offs basis: GSRI determined cut-offs for Girl, Parent, and Volunteer Net Promoter Scores based on broad cross-industry NPS standards.	20	35	50

Appendix 6: Indicator Definitions and Weighting

Health or Contextual Indicator		Definition & Basis	Low cut-off	Middle cut-off	High Cut-off	
1.3 Are our volunteers satisfied with and enthusiastic about their Girl Scouts experience?						
Voice of the Customer, April April 2019 & April 2020	1.3.1	Volunteer Net Promoter Score (Weight: 1.5)	Definition: 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. Cut-offs basis: GSRI determined cut-offs for Girl, Parent, and Volunteer Net Promoter Scores based on broad cross-industry NPS standards.	20	35	50
	1.3.2	Volunteer Satisfaction (Weight: 1.5)	Definition: 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. Cut-offs basis: GSRI determined cut-offs for Girl, Parent, and Volunteer Satisfaction Scores based on broad customer experience benchmarks.	50%	65%	80%
2 - Do we have sustainable volunteer and program delivery models that drive growth?						
2.1 Are our girls coming back year after year? (MY2019 Year-End)						
Looker*	2.1.1	Girl Retention Rate (Weight: 3)	Definition: Girl Retention Rate divides the number of girls who were members in both MY2018 and MY2019 (2018 filter: Is Member New?=N) by the total number of MY2018 girl members. Cut-offs basis: Ideal rates based on table discussions at the 2016 Leadership Summit	50%	58%	65%
	2.1.2	Girl Retention Rate Trend (Contextual)	Definition: This indicator simply subtracts the MY18 YE Retention Rate from the MY19 YE Retention Rate.	Contextual only		
2.2 Do we have effective recruitment operations? (MY2019 Year-End)						
Looker*	2.2.1	Girl Market Share (Weight: 2)	Definition: 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. Cut-offs basis: Ideal market shares based on table discussions at the 2016 Leadership Summit	5%	7.5%	10%
	2.2.2	Girl Member Change Relative to Girl Population Change (Weight: 1)	Definition: This indicator subtracted the change in council girl population (MY2019 population divided by MY2018 population) from the change in girl membership from MY2019 to MY2018. Cut-offs basis: Ideal change based on table discussions at the 2016 Leadership Summit	-1%	0%	1%

Appendix 6: Indicator Definitions and Weighting

Looker*	2.2.3	New Girl Members Change (Weight: 3)	Definition: New Girls are defined by Looker as girls for whom the system can find no matching record in the immediately previous year. Cut-offs basis: Break-points are set to match the overall girl membership change settings below.	-3%	0%	3%
	2.2.4	Overall Girl Membership Change (Weight: 2)	Definition: 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. Cut-offs basis: Break-points are based on table discussions at the 2016	-3%	0%	3%
2.3	Do we have enough volunteers in the roles we need to fill? (MY2019 Year-End)					
Looker*	2.3.1	DP Retention Rate (Weight: 3)	Definition: DP Retention Rate divides the number of volunteers who were in "Direct Primary" roles in both MY2018 and MY2019 (measure: "Total Renewed Position") by the total number of MY2018 DP Volunteer Members.	50%	58%	65%
	2.3.2	Change in Overall DP Volunteers (Weight: 2)	Definition: (Filter on Participation Job Code is "DP") Total Members 2019 minus Total Members 2018, then divided by Total Members 2018. Cut-offs basis: Break-points are set to match the overall girl membership change settings above.	-3%	0%	3%
	2.3.3	Girls to DP Volunteers (Contextual)	Definition: 2019 Girl Members divided by 2019 DP members. This is prone to legitimate shifts based on the percent of girls in alternative programs, and so it is contextual only. Nevertheless, a lower ratio would generally be considered better than a large ratio.	<i>Contextual; groupings are only for visual purposes and do not reflect benchmarks</i>		
	2.3.4	Volunteer Roles Filled Per Volunteer (Contextual)	Definition: This indicator is under development, but will divide the total number of volunteer roles filled by the number of unique members who fill them. Watch this space for further details in June.	<i>Contextual; groupings for visual purposes only</i>		
2.4	What percent of Girl Memberships are APD or dependent on financial assistance? (MY2019 Year-End and FY2018)					
Looker* and Survey Data	2.4.1	% of Girls Flagged as APD (Contextual)	Definition: 2019 APD Girl Members (filter: Is Membership APD? is "Y") divided by 2019 Girl members.	<i>Contextual; groupings for visuals only</i>		
	2.4.2	% of Budget Spent on Financial Assistance (Contextual)	Definition: Divides council-reported spending on "financial assistance that supports girl scouting" (including fees and program materials) by total operating expenses.	<i>Contextual; groupings for visual purposes only</i>		
	2.4.3	% of Girls Receiving Financial Assistance (Contextual)	Definition: Divides council-reported number of girls who receive Financial Assistance by the total number of MY2019 girl members.	<i>Contextual; groupings for visual purposes only</i>		

Appendix 6: Indicator Definitions and Weighting

Health or Contextual Indicator			Definition & Basis	Low cut-off	Middle cut-off	High Cut-off
Survey Data	2.4.4	Financial Assistance Spending Per FA Girl (Contextual)	Definition: Divides council-reported spending on financial assistance by the council-reported number of girls who receive Financial Assistance.	<i>Contextual; groupings for visual purposes only</i>		
2.a MY20 Year-to-Date April 30 Indicators Compared to MY19						
Looker*		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 MY19 Year-End.			<i>Contextual only</i>	

3 - Does our membership represent the communities we serve?

All data comes from Looker* (primarily the population explore), as of the end of MY2019. Hispanic/Non-Hispanic is separated out because (consistent with census practices) it is considered an *ethnicity*, while other demographics are *racial*. Statistics on members without a race reported are the summary of "I choose not to share" and "Not Reported"

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

4.1 Do we have sufficient reserves to weather a short-term crisis? Do we have sufficient liquidity to run our business?						
Council-Reported Survey Responses	4.1.1	Months of Operating Reserves (Weight: 3)	<p>Definition: 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.</p> <p>Cut-offs basis: 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.</p> <p><i>Guidance on the reserves calculation and recommended months of reserves, including a maximum level, will be reviewed by a Council Engagement Team in the fall of 2019 for a recommendation to all councils by January 2020.</i></p>	<3 months	6 months	>9 months
	4.1.2	Trends in Mos. of Operating Reserves	Definition: Simple tracks whether months of operating reserves grew or declined from 2016-2017, 2017-2018 and 2018-2019	<i>Contextual only</i>		
	4.1.3	Line of Credit Reasons for Use (Contextual)	Definition: Council-reported data. If a line of credit existed but had 0% maximum utilization in FY2019, it was considered "Not Used"	<i>Contextual only</i>		

Appendix 6: Indicator Definitions and Weighting

Health or Contextual Indicator			Definition & Basis	Low cut-off	Middle cut-off	High Cut-off
	4.1.4	Line of Credit Months Utilization (Contextual)	Definition: Council reported: "How many months in FY19 was your credit utilized?"	<i>Contextual; groupings for visuals only</i>		
4.2	Is revenue growing in healthy proportion to expenses? Are expenses in line with business norms, with a priority on programs?					
Council-Reported Survey Responses	4.2.1	Trend in Total Revenues (Contextual)	Definition: Simple tracks percent change in the sum of reported revenues from the previous fiscal year.	<i>Contextual only</i>		
	4.2.2	Trend in Total Expenses (Contextual)	Definition: Simple tracks percent change in the sum of reported operating expenses from the previous fiscal year.	<i>Contextual only</i>		
	4.2.3	% Spending in Major Expense: Program (Weight: 2)	Definition: Spending in Major Expense: Program, divided by the spending in all three major Functional Expense categories (Programs, Fundraising, Management & General) Cut-offs basis: 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	<70%	75%	>85%
	4.2.4	Current Ratio (Contextual)	Definition: FY2019 Total Assets divided by FY2019 Total Liabilities. This replaces Assets Trends and Liabilities Trends at suggestion of councils.	<i>Contextual only</i>		
4.3	Are our revenue streams diversified, and how vulnerable are we to a major change in cookie sales?					
Council-Reported Survey Responses	4.3.1	Percent of Operating Income from Net Cookie Sales (3-year average) (Weight: 3)	Definition: Divides net cookie revenues by total revenues, over the past three years. A lower percentage reflects better diversification Cut-offs basis: 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.	>68%	58%	<53%
	4.3.2	Gross Cookie Revenue Trends 2015-2018 (Contextual)	Definition: Simple tracks whether gross cookie revenues grew or declined from 2016-2017 (InfoScout data), 2017-2018 (looker data), and 2018-2019 (Looker Data).	<i>Contextual only</i>		
	4.3.3	Percent of Operating Income from Fundraising (3-yr average) (Weight: 1)	Definition: Divides fundraising net revenues by total revenues, over the past three years. A higher percentage reflects better diversification.	14%	17%	20%
	4.3.4	Trends in Fundraising Revenues (Contextual)	Definition: The percent change in Total Fund Development Revenue from FY2018 to FY2019..	<i>Contextual only</i>		
	4.3.5	Fundraising ROI (Return on Investment)	Definition: Divides fund development revenues by the fundraising total expenses from functional expenses in audit. Represents the amount of money raised per dollar spent on fundraising.	<i>Contextual; groupings for visual purposes only</i>		

Appendix 6: Indicator Definitions and Weighting

Health or Contextual Indicator		Definition & Basis	Low cut-off	Middle cut-off	High Cut-off		
4.4	Do we have reasonable forecasts that allow us to do long-term planning?						
Council Surveys	4.4.1	Multiyear financial forecasts tied to strategic plan (Contextual)	Definition: Council-reported data: Does your council prepare multiyear financial forecasts tied to your strategic plan? <i>Contextual only</i>				
5 - Is our board engaged in its governance and resource development?							
5.1	Are the board's fundraising expectation in line with nonprofit best practices?						
Council-Reported Survey Responses	5.1.1	Written Give Policy (Weight: 3)	Definition: 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)	Definition: If there is a formal written policy, what amount(s) are board members expected to donate? (Or is it a "meaningful contribution?")		<i>Contextual only</i>		
	5.1.3	Get Policy & Amount (Contextual)	Definition: Is there a <i>separate</i> get policy establishing an expectation for board members to leverage their connections?		<i>Contextual only</i>		
5.2	Is the board actively meeting fundraising expectations?						
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)	Definition: % 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. Cut-offs basis: 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)	Definition: % of Board Members who participate in formal Get Policy. Cut-offs basis: 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)	Definition: % of Board Members who give some amount. Cut-offs basis: 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)	Definition: % of Board Members who leverage some amount. Cut-offs basis: Breakpoints were selected to be consistent across all percentage categories on the Governance page.		<60%	70%	>90%

Appendix 6: Indicator Definitions and Weighting

Performance or Contextual Indicator		Definition & Basis	Low cut-off	Middle cut-off	High Cut-off	
5.3 Do our board committees match governance best practices?						
Council-Reported Survey Responses	5.3.1	Core Board Committee Structure (Weight: 2)	Definition: 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. Basis: <i>Maryland Standards for Excellence Code and boardeffect.com</i>			If all three committee, Green. Otherwise, Red.
	5.3.2	Board Development and CEO Evaluation (Weight: 1 per committee)	Definition: A board is also expected to have a Board Development, or a committee/taskforce serving that function. Furthermore, the board is expected to have a formal process for evaluating the CEO, with the board both involved in the process and accountable for the final outcome of the evaluation. Data provided by councils via survey. Basis: <i>Maryland Standards for Excellence Code and boardeffect.com</i>			Each of the two expectations is scored separately. If the council has it, then Green. Otherwise, Red.
	5.3.3	Board Reviews and Approvals (Contextual)	Definition: Does the board review and approve each of the following annually? Budget, 990, Financial Audit Basis: <i>Maryland Standards for Excellence Code</i>			Currently Contextual
5.4 Is board attendance in line with nonprofit best practices?						
Council-Reported Survey Responses	5.4.1	Voting Member Board Attendance (Weight: 3)	Definition: Average attendance of voting board members divided by the sum of voting adult members and (where applicable) voting girl members Cut-offs basis: <i>Breakpoints were selected to be consistent across all percentage categories on the Governance page.</i>			<60% 70% >90%
	5.4.2	Board Has Event Attendance Policy (Contextual)	Definition: Does the Council have a formal Event Attendance Policy? If so, the participation in that policy is assessed for 5.4.3.			Contextual Only
	5.4.3	Percent Event Attendance Participation (Weight: 1)	Definition: % of Board Members who attend events per the policy above. Cut-offs basis: <i>Breakpoints were selected to be consistent across all percentage categories on the Governance page.</i>			<60% 70% >90%
5.4 Is board attendance in line with nonprofit best practices?						
Council-Reported Survey Responses	See the survey workbook for the questions these indicators are responding to. (Q15 and Q16)				Contextual Only	

Appendix 6: Indicator Definitions and Weighting

Performance or Contextual Indicator		Definition & Basis	Low cut-off	Middle cut-off	High Cut-off	
6 - Do we have a people environment that supports the mission?						
Council-Reported Survey Responses	6.1	Staff Expenses as Portion of Total Expenses (Contextual)	Definition: Sums Salaries & Wages (including FICA & SS), NGSCRП and non-NGSCRП pension/retirement spending, healthcare costs and other benefit costs; then divides by total operating expenses.			<i>Contextual; groupings for visual purposes only</i>
	6.2	Staff Turnover Rate (Contextual)	Definition: Divides all employees who left by average headcount. Contextual cut-offs basis: chosen for a roughly even distribution in the accompanying chart.			>30% 20% <10% <i>Contextual only</i>
	6.3	Voluntary Staff Turnover Rate (Contextual)	Definition: Council-reported data. (Number of year-round employees who terminated employment voluntarily, divided by the average number of year-round employees) Contextual cut-offs consistent with above.			>30% 20% <10% <i>Contextual only</i>
	6.4	Involuntary Staff Turnover Rate (Contextual)	Definition: Council-reported data. (Number of year-round employees terminated for involuntary reasons, divided by the average number of year-round employees) Contextual cut-offs consistent with above.			>30% 20% <10% <i>Contextual only</i>
	6.5	How you Compare (Contextual)	Definition: 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?			<i>Contextual only</i>
	6.6	Staffing Challenges in the Next 12 Months (Contextual)	Definition: Council-reported data: rank your top 3 staffing challenges in the next 3 months.			Contextual Only

***A note on Looker data:**

All member data used in the annual review dashboard used the Total Members measure, and where available the filter *Is Membership Duplicate? is "N"* was applied. Year-end membership data came from the All Members explore, while April 30th data came from the Membership Point-in-Time Comparison. DP data came from the Service Units and Troops explore.