Governance and Strategic Planning Resources

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Highlights of Council Governance

Articles of Incorporation

The articles of incorporation establish the council as a corporate entity.

- Must be approved by the Boy Scouts of America (BSA).
- Council has receipt of acceptance from the state where it is registered.
- Current Scout executive is registered with the state as the corporation’s agent.
- If the council is the result of a merger or consolidation, it has filed BSA-approved articles of merger (consolidation) with the state and they have been accepted.

Council Charter

Council receives an annual charter from the BSA which authorizes the use of the Scouting program in its assigned territory.

- Council agrees to follow the bylaws, rules and regulations, and policies of the BSA.
- Council must submit audited financial reports to the BSA.
- Council understands and agrees to follow the Membership Validation Requirements.

Bylaws

Bylaws are the key document defining the rules and governance of a local council.

- Follows a standard template.
- Are approved by the BSA and then formally adopted by the council executive board. Minutes of the board meeting where they adopted or of any amendments are submitted to the BSA.

Council Active Members

The active members of the council include chartered organization representatives and council members-at-large. All active members have a vote.

- Chartered organization representatives are selected by their organizations and must be greater than the number of council members-at-large. All must be registered Scouting volunteers.
- Members-at-large are elected at the council annual meeting. All must be registered Scouting volunteers upon their election.

Council Annual Meeting

The council annual meeting of the corporation is not a meeting of the executive board, but is where voting members receive annual reports and elect members for the following year.

- A nominating committee is appointed by the council president, with executive board approval, at least 90 days in advance of the council annual meeting.
- A notice of the meeting and nominating process is provided to all voting members between 45 and 60 days in advance.
- Those chartered organization representatives and council members-at-large present are entitled to vote. Bylaws define quorum requirements.
- During the meeting the council approves the prior year’s council annual meeting minutes, receives annual reports, and receives and approves financial statements.
- The nominating committee gives its report, first by presenting a slate of council members-at-large. The slate is elected by vote of the current active members.
• The nominating committee may also present a slate of associate or honorary members, who will have no vote.

• After electing council members-at-large, associate, and honorary members, the nominating committee presents a slate of regular members of the executive board. The slate is elected by vote of the current active members.

• The nominating committee may also present a slate for election to the advisory council.

• As the final step in the election and as defined in the bylaws, the nominating committee presents a slate of representatives to the National Council. The slate does not include the council president and commissioner, who automatically become National Council representatives. Councils with fewer than 2,501 traditional members on December 31 of the prior year will not be able to elect any additional representatives. In this case, the council president and commissioner will automatically become National Council representatives.

• Upon adjourning the council annual meeting, the persons elected assume their positions. The council president remains the presiding officer until the next meeting of the executive board, which corresponds to the meeting where he/she was elected a year earlier.

Executive Board

The executive board is responsible for the governance of the council.

• The size of the board is defined in the council bylaws. Typically these bylaws state a number between 25-50 regular members who are elected at the council (not board) annual meeting. Additional members are elected by the board itself following the council annual meeting.

• All members of the board (except youth members who may be appointed according to the bylaws) must be active members of the council (chartered organization representatives or council members-at-large.)

• All board members must be registered volunteers or youth members.

• The minimum number of board meetings and quorum requirements are specified in the bylaws.

• Minutes of board meetings are part of the corporate record.

Officers

Council officers are defined by the bylaws, and always include a president, council commissioner, treasurer, one or more vice presidents, and a Scout executive who serves as secretary.

• Council officers are elected by the executive board at its first meeting following the council annual meeting and remain in office until the board meeting following the next council annual meeting.

• Council officers who were not elected as regular members of the executive board at the council annual meeting become additional members of the board. If they are not chartered organization representatives, they must first be elected as council members-at-large. In doing so, the number of council members-at-large must always remain less than the number of chartered organization representatives.

• Upon their election, the council president and commissioner become National Council representatives.

• By virtue of position, the commissioned Scout executive is a council officer, and serves as secretary of the corporation. He or she does not have a vote at the council annual meeting or meetings of the executive board.

• In many councils, the first organizational meeting of the board following the council annual meeting occurs on the same date and location as the council annual meeting upon its formal adjournment. (The voting members of the board are not the same as those for the council annual meeting and separate minutes are taken of the board organizational meeting.)

Highlights of Council Governance
Executive Committee

The executive committee includes the council officers and the Scout executive and serves to handle business between executive board meetings.

- Meeting and quorum requirements are specified in the council bylaws.
- The executive committee may take actions on behalf of the council. Such actions are recorded in the executive committee minutes that must be approved at the next meeting of the executive board.

District Chairmen

District chairmen are elected according to council bylaws and serve the dual role of chairing their respective district committees and representing their districts to the council executive board.

- District chairmen are elected to such office at their district annual meeting prior to the council annual meeting.
- District chairmen must be active members of the council. Those who are not chartered organization representatives are elected as council members-at-large at the council annual meeting or at a subsequent meeting of the executive board.
- They are not elected as regular members of the executive board at the council annual meeting, but must be approved by the executive board in order to become executive board members.

Board Committees

A board resolution establishes the committees of the board as regular standing committees. Other special and ad hoc committees may be appointed by the council president.

- The council president appoints the chairmen and members of the standing board committees with the approval of the executive board.
- Chairmen of these committees of the board (except the nominating committee) must be elected as members of the executive board. If they were not elected as regular board members at the council annual meeting, they must be elected as board members by the board itself. If they are not active members of the council, they must also be elected as council members-at-large. In doing so, the number of council members-at-large must always remain less than the number of chartered organization representatives.
- All members of the standing committees of the board must be duly elected executive board members or the chairman of a corresponding committee of a district.
- Chairmen and members of special or ad hoc committees are appointed by the council president with board approval. Members of these committees do not need to be members of the board or even registered Scouting volunteers.

Nominating Committee

The nominating committee makes all nominations for election during any council or executive board meeting as defined in the bylaws.

- The nominating committee may be designated as a standing committee of the board or a special committee. It may have members who are not part of the executive board.
- The members of the nominating committee (at least three) are appointed by the council president, with board approval, at least 90 days prior to the council annual meeting.
- The nominating committee does not include any council officers other than the immediate past council president, if so designated.

Highlights of Council Governance
• If vacancies in any position occur during the year, the nominating committee presents name(s) to the executive board for election.

Audit Committee

An audit committee is appointed annually as a special committee.
• The council president appoints an audit committee (at least three members) with approval of the executive board.
• The committee does not include council officers and its members do not have to be registered Scouting volunteers.
• The audit committee defines the scope of the audit, reviews the letter of engagement with the independent auditor (which is approved by the executive board or executive committee), reviews audited financial statements, and presents them to the board for approval.

Commissioners

Commissioners are appointed to serve chartered organizations and their units.
• The council commissioner is an active member of the council (chartered organization representative or member-at-large), a member of the executive board, and is elected as a council officer.
• Each district commissioner must be a chartered organization representative, a district member-at-large or a council member-at-large residing in the district’s territory. District commissioners are recommended by the council commissioner and Scout executive to the executive board for approval.
• Assistant council commissioners, assistant district commissioners, roundtable commissioners, and unit commissioners are recommended by the council commissioner (or district commissioner, if so designated) to the Scout executive (or designated professional staff member) for approval. The Scout executive (or designee) reviews and signs the adult leader application for each approved commissioner.

Motions and Resolutions

A council executive board must approve and implement various actions in its role of governance. The actions of the executive board and other bodies are sometimes referred to as resolutions. In the strictest definition, resolutions are those more significant actions taken using formal language (whereas ... therefore, be it resolved ...) and may be printed on a specific document signed by the council president and Scout executive.

• The actions of the council, executive board, or executive committee are documented in the meeting minutes with motions and votes. Normal actions may be fully stated in motion, while formal resolutions are approved by a motion referring to the signed resolution document.
• Routine committee reports and other regular items may be approved in one motion using a consent agenda.
• Actions approved at an executive committee meeting are documented in minutes that must be approved at the next meeting of the executive board.
Actions at the Council Annual Meeting

Typically these actions are taken at the council annual meeting. Others motions may be approved, but if the council president appoints a resolutions committee prior to the meeting, any proposed resolution must follow the process outlined in the bylaws.

- Approve prior year’s council annual meeting minutes
- Elect associate and honorary members
- Elect advisory council
- Elect National Council representatives
- Approve annual report and year-end financial statements
- Approve Elect council members-at-large
- Elect regular board members

Actions at the First Board Meeting After the Council Annual Meeting

Typically these actions are taken at this board meeting:

- Approve prior board meeting’s minutes
- Approve last month financial statements
- Approve district chairmen as board members
- Approve district commissioners
- Approve Board & staff conflict of interest
- Approve executive committee minutes
- Elect officers
- Appoint youth representatives to board
- Appoint board committees
- Approve Scout executive’s authority

These actions may be restated or updated at this board meeting:

- Access to safe deposit box
- Endowment spending policy
- Policy on selling gifts of stock
- Authorized check signers
- Capitalization policy
- Public inspection policy
- Whistleblower protection policy
- Scout executive compensation policy
- Code of ethics
- Investment guidelines
- Gift acceptance policy
- Memorial and bequests to endowment
- Council credit card policies
- Fiscal stewardship policies
- Internet/voicemail/email procedures
- Crisis communications plan
- Participation in 403(b) thrift plan

Actions at Board Meetings During the Year

These are examples of actions taken at appropriate meetings of the executive board:

- Approve prior board meeting’s minutes
- Approve last month financial statements
- Approve nominating committee
- Adopt annual operating budget
- Adopt endowment budget (if expenses)
- Approve capital & fixed asset purchases
- Approve auditor engagement
- Approve IRS Form 990
- Approve bylaws after BSA acceptance
- Adopt Registration assistance procedures
- Approve United Way agreements
- Approve borrowing authority
- Adopt strategic plan & annual objectives
- Authorize Scout executive selection committee
- Approve prior executive committee minutes
- Elect persons to fill vacancies
- Adopt staff organization chart
- Adopt capital budget (if expenses)
- Approve spending over budget
- Appoint audit committee
- Approve audit & management letter
- Approve transfers between funds
- Approve renewal of council charter
- Approve Learning for Life license
- Approve government contracts
- Approve sale of a fixed asset
- Approve appointment of special committees

Highlights of Council Governance
Meeting Minutes as Corporate Record
Minutes of all council annual meetings, other council meetings, regular and special meetings of the executive board, and executive committee meetings are to be retained permanently. Signed copies from the past three years should be readily available in binders along with a log and copies of all active resolutions.

Minutes include the following elements:

- Date, location, start, and end times.
- Attendance listing of voting members and statement of quorum. Annual meeting minutes include a listing of chartered organization representatives and council members-at-large.
- A listing of all actions taken with a description of the motion. Detailed resolutions may be attached.
- Scout executive (secretary) signature as they are presented.
- Council president (presiding officer) signature as they are approved at a subsequent meeting.

Updated: 11/18/2016
## COUNCIL GOVERNANCE
### BOARD RESOLUTIONS AND BEST PRACTICES

<table>
<thead>
<tr>
<th>Resolutions and/or Actions</th>
<th>Description</th>
<th>Reference</th>
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</thead>
<tbody>
<tr>
<td>Minutes of prior annual meeting</td>
<td>The annual meeting of the local council is the annual business meeting of the council and the minutes of the previous business meeting should be approved by this convening body.</td>
<td>Bylaws – Article III, Section 3, Clause 1</td>
</tr>
<tr>
<td>Elections</td>
<td>Election of members at large, associate and honorary members of the council, National Council members, regular members of the executive board and officers of the corporation other than the Scout Executive</td>
<td>Bylaws – Article III, Section 3, Clause 1 and Article VI, Section 1</td>
</tr>
<tr>
<td>Approval of Financial Statements</td>
<td>Receiving and approving financial statements showing the financial position of the corporation as of the close of its most recent completed fiscal year (Statement of Financial Position) and the results of operations during such year (Statement of Operations – Unrestricted and/or Statement of Changes in Net Assets)</td>
<td>Bylaws – Article III, Section 3, Clause 1</td>
</tr>
<tr>
<td>Committees of the Executive Board</td>
<td>Resolution 1: This resolution implements article V, section 3 of the Bylaws</td>
<td>Standard Local Council Articles of Incorporation and Bylaws</td>
</tr>
<tr>
<td>Authority of Scout Executive and members of professional staff</td>
<td>Resolution 2: This resolution implements article VI, section 6 (e) and (e) of the Bylaws</td>
<td>Standard Local Council Articles of Incorporation and Bylaws</td>
</tr>
<tr>
<td>Conflict of Interest Policy for Executive Board Members</td>
<td>Resolution 3: This resolution complements article XI of the Bylaws</td>
<td>Standard Local Council Articles of Incorporation and Bylaws &amp; IRS recommendation</td>
</tr>
<tr>
<td>Conflict of Interest Policy for Professional Scouters</td>
<td>Resolution 4: This resolution complements article XI of the Bylaws</td>
<td>Standard Local Council Articles of Incorporation and Bylaws, page 16.</td>
</tr>
<tr>
<td>Statement of Values and Code of Ethics</td>
<td>A new consideration for an annual resolution based on the Sarbanes-Oxley Act of 2002.</td>
<td>The Independent Sector (a not for profit organization of which BSA is a member) has developed a model available at: <a href="http://www.independentsector.org/members/code_main.html">http://www.independentsector.org/members/code_main.html</a></td>
</tr>
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</table>

http://www.independentsector.org/members/code_main.html
### Prior to Beginning of New Fiscal Year

<table>
<thead>
<tr>
<th>Resolutions and/or Actions</th>
<th>Description</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Budgets</td>
<td>No funds shall be expended by the corporation during a fiscal year without the authorization of the executive board or executive committee. This will include budgets for the Operating, Capital and Endowment Funds, if expenditures are planned for those funds.</td>
<td>Bylaws – Article X, Section 2, Clause 1</td>
</tr>
<tr>
<td>Definition and authorization of assistance to individual policy</td>
<td>The executive board has established a policy for the approval of all expenditures for council-assisted registrations.</td>
<td>Local Council Administrative Review (2015)</td>
</tr>
<tr>
<td>Authorization of fiscal management procedures</td>
<td>The council has a <em>Fiscal Management Procedures for Stewardship</em> manual that has been approved by the Executive Board and distributed to all employees.</td>
<td>Local Council Administrative Review (2015)</td>
</tr>
<tr>
<td>Authorization and acceptance of government funds/grants</td>
<td>If the council receives any government funding, there is a board-approved contract for such funding.</td>
<td>Local Council Administrative Review (2015)</td>
</tr>
</tbody>
</table>

### Annually as Required

<table>
<thead>
<tr>
<th>Resolutions and/or Actions</th>
<th>Description</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval of Nominating Committee Appointments</td>
<td>At least 90 days prior to the annual meeting, the Council President appoints with the approval of the executive board, not fewer than three active members of the local council to serve as a nominating committee.</td>
<td>Bylaws – Article III, Section 4</td>
</tr>
<tr>
<td>Adoption of Election procedures</td>
<td>Suggested council election procedures appear in the appendix of the Standard Local Council Articles of Incorporation and Bylaws and should be adopted for use by Executive Board resolution.</td>
<td>Bylaws – Article III, Section 5</td>
</tr>
<tr>
<td>Approval of Committee on Program and Resolutions</td>
<td>At least 60 days prior to each regular meeting of the council, including the annual meeting, the Council President may appoint, with the approval of the executive board, not fewer than three nor more than five active members of the council to serve as a committee on program and resolutions for the next regular meeting.</td>
<td>Bylaws – Article III, Section 6</td>
</tr>
<tr>
<td>Resolutions and/or Actions</td>
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<tr>
<td>Approval of insurance/risk management committee members</td>
<td>The council insurance or risk management committee maintains and reviews a ledger of all insurance policies indicating the coverage, broker, where to reach the broker, and the insurance company. Appointment of members and minutes of meetings receive board approval.</td>
<td>Local Council Administrative Review (2015)</td>
</tr>
<tr>
<td>Authorization of council credit card usage</td>
<td>Council credit cards used by some/all employees require board approval. (BSA strongly recommends against the use of council credit cards.)</td>
<td>Local Council Administrative Review (2015)</td>
</tr>
<tr>
<td>Authorization of Financial Signers for all bank accounts and safe deposit box</td>
<td>All financial institutions require executive board or executive committee approval of authorized signers on behalf of the corporation.</td>
<td>Bylaws – Article X, Section 2, Clause 2 and Clause 5</td>
</tr>
<tr>
<td>Authorization of one-signature checks (if allowed)</td>
<td>Two signatures are required on all council checks unless there is an executive board resolution allowing two- or one-signature checks signed by staff.</td>
<td>Local Council Administrative Review (2015)</td>
</tr>
<tr>
<td>Authorization to Borrow Funds</td>
<td>The authorization for officers, employees, or agents to encumber the corporation through mortgages, loans or other financial instruments shall be approved by the executive board or executive committee for general or specific instances.</td>
<td>Bylaws – Article XI, Section 2</td>
</tr>
<tr>
<td>Appointment of Audit Committee (Auditor Engagement)</td>
<td>In light of recent federal legislation (Sarbanes-Oxley Act of 2002), state legislation (California SB-1262) and the focus of the accounting industry, the executive board must approve the Council President’s appointment of members of the audit committee and approve their authority to 1) engage the auditor to conduct the annual audit of the corporation and 2) approve the audit.</td>
<td>Bylaws – Article X, Section 2, Clause 6</td>
</tr>
<tr>
<td>Acceptance of the Audit</td>
<td>The executive board or executive committee must accept the annual audit of the corporation as recommended and approved by the audit committee.</td>
<td>Bylaws – Article X, Section 2, Clause 6</td>
</tr>
<tr>
<td>Auditor’s Management Letter</td>
<td>The executive board or executive committee must approve receipt of the Management Letter from the auditor and approve the Scout Executive’s response for action for each item in the letter.</td>
<td>Bylaws – Article X, Section 2, Clause 6 (as part of the audit)</td>
</tr>
<tr>
<td>Resolutions and/or Actions</td>
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<tr>
<td>Acceptance of IRS 990</td>
<td>The council files IRS Form 990 for the council and for the BSA-approved trust fund (and the state equivalent if required) each year, on time (May 15), and for each portion of the operation that is required by the IRS.</td>
<td>Local Council Administrative Review (2015)</td>
</tr>
<tr>
<td>Chairman of committees of the Executive Board</td>
<td>Chairman of the committees of the Executive Board take office as members of the Executive Board upon their being appointed by the president and approved by the Executive Board.</td>
<td>Bylaws – Article IV, Section 3</td>
</tr>
<tr>
<td>District Chairmen as members of Executive Board</td>
<td>If not elected at the annual business meeting, District Chairmen take office as members of the Executive Board upon their being approved by the Executive Board.</td>
<td>Bylaws – Article IV, Section 2 and Section 3</td>
</tr>
<tr>
<td>District Commissioner appointment</td>
<td>The district commissioner is approved and appointed by the Executive Board, with the concurrence of the Scout executive, on the recommendation of the district nominating committee.</td>
<td>Bylaws – Article VII, Section 1 and Commissioner Administration of Unit Service, Chapter 4, District Commissioner</td>
</tr>
<tr>
<td>Youth Members as members of Executive Board</td>
<td>If not elected at the annual business meeting, Youth Members of the Executive Board must be approved by the board</td>
<td>Bylaws – Article IV, Section 2</td>
</tr>
<tr>
<td>Executive Board members to fill vacancy</td>
<td>Upon the death, resignation, removal, or failure to qualify as a member of the Executive Board an eligible person to fill the vacancy so created may be elected by the Executive Board.</td>
<td>Bylaws – Article IV, Section 3</td>
</tr>
<tr>
<td>Removal of Executive Board member</td>
<td>Members of the Executive Board may be removed upon 30 days’ written notice to the members of the Executive Board and by an affirmative vote of two-thirds of the entire membership of the board.</td>
<td>Bylaws – Article IV, Section 3</td>
</tr>
<tr>
<td>Annual Report</td>
<td>An annual report covering the activities and achievements of the corporations must be approved by the Executive Board and presented at the Annual Meeting</td>
<td>Bylaws – Article VI, Section 6h</td>
</tr>
<tr>
<td>Organization chart of Professional positions</td>
<td>Duties of the professional staff shall be as defined by the Scout Executive with the approval of the Executive Board.</td>
<td>Bylaws – Article VII, Section 2</td>
</tr>
<tr>
<td>Resolutions and/or Actions</td>
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<tr>
<td>Investment Policy</td>
<td>The Executive Board should establish a policy on the responsible investing of endowment assets to both protect the original principal of a donor’s gift and meet the needs of the council.</td>
<td>Finance Impact Department, National Office</td>
</tr>
<tr>
<td>Spending Policy</td>
<td>The Executive Board should establish a policy on spending the income and/or growth from investments while balancing the council’s present needs and protecting the future.</td>
<td>Finance Impact Department, National Office</td>
</tr>
<tr>
<td>Planned Gift Acceptance Policy</td>
<td>The Executive Board should establish a policy on gifts that will be accepted and limitations placed on those gifts, if any.</td>
<td>Finance Impact Department, National Office</td>
</tr>
<tr>
<td>Council Trust Document</td>
<td>The Executive Board must approve the acceptance or amendment of a council trust document.</td>
<td>Rules and Regulations of the BSA – Article XI, Section1, Clause 2d</td>
</tr>
<tr>
<td>Trustee for Trust</td>
<td>The Executive Board should approve the selection of the corporate trustee for the endowment trust funds.</td>
<td>Rules and Regulations of the BSA – Article XI, Section1, Clause 2d</td>
</tr>
<tr>
<td>Capitalization Policy</td>
<td>The Executive Board should establish a Capitalization limit (dollar value) and all items with a cost or value equal to or in excess of the limit and with a useful life expectancy of more than one year would be capitalized (recorded as a fixed asset).</td>
<td>Local Council Accounting Manual</td>
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<thead>
<tr>
<th>Executive Board or Executive Committee Approval as Required</th>
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<td>Resolutions and/or Actions</td>
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<tr>
<td>Minutes</td>
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<td>Executive Board or Executive Committee Approval as Required</td>
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<tr>
<td><strong>Resolutions and/or Actions</strong></td>
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<tr>
<td>Excused Absence of Executive Board Members</td>
</tr>
<tr>
<td>Excess Expenses over Budget Authorization</td>
</tr>
<tr>
<td>Specific Authority for signing for all deeds, bonds, contracts, mortgages, and other instruments or documents</td>
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<tr>
<td>Transfers Between Funds</td>
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<td>Appointment of the Scout Executive</td>
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<td>Approval of Fixed Asset purchases and property development plans</td>
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**IRS 990 Recommended Policies**

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<tr>
<td>Whistleblower</td>
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<td>Records Retention</td>
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<td>Public Inspection Policy</td>
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## Minimum Requirements for Meeting Minutes

<table>
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<tr>
<th>Requirement</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Identification of Meeting</td>
<td>Name of the group that is meeting, regular or special meeting, date and location of meeting</td>
</tr>
<tr>
<td>Times</td>
<td>Starting time of meeting, time of adjournment</td>
</tr>
<tr>
<td>Attendees by Name</td>
<td>List of all members and separate list of guests in attendance, also list of members excused from meeting</td>
</tr>
<tr>
<td>Quorum</td>
<td>Meetings where a quorum is required should have a statement of what defines a quorum and that a quorum was present or not</td>
</tr>
<tr>
<td>Prior Meeting Minutes</td>
<td>Approval of minutes of prior meeting of this body and approval of minutes of committees of this body, where required (Executive Board approves Executive Committee minutes thus ratifying the action of the Executive Committee).</td>
</tr>
<tr>
<td>Actions</td>
<td>An outline listing of each action item presented at the meeting including, complete description of action (resolution, motion, etc.), name of member making the motion, name of member seconding the motion, results of vote. This listing should be separated from any descriptions of reports or discussions held.</td>
</tr>
<tr>
<td>Submittal Signature</td>
<td>Minutes are submitted by the secretary of the body (Scout Executive in many cases) on a signed document</td>
</tr>
<tr>
<td>Approval Signature</td>
<td>Minutes are approved by the body and then signed by the head of the body (Council President, etc.)</td>
</tr>
</tbody>
</table>

## Resolution Log

Resolutions, motions and other actions may be approved at various meetings of the council. A Resolution Log is a chronological listing of all resolutions, motions or actions that identifies the specific meeting where the action was ratified. The following is an example of a typical Resolution Log where it is easy to quickly identify the action and reference to the appropriate meeting's minutes:

### Sample Resolution Log

<table>
<thead>
<tr>
<th>Type of Resolution</th>
<th>Description of Resolution</th>
<th>Meeting</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>2015 Annual Operating Budget approval</td>
<td>Exec Cte</td>
<td>12/5/2014</td>
</tr>
<tr>
<td>Elections</td>
<td>Election of 2015 members-at-large, Executive Board and officers</td>
<td>Annual Mtg</td>
<td>1/23/2015</td>
</tr>
<tr>
<td>Bylaws</td>
<td>Resolution 1 – Committees of the Ex Board</td>
<td>Annual Mtg</td>
<td>1/23/2015</td>
</tr>
<tr>
<td>Financial</td>
<td>Transfer excess Operating Fund reserve to Endowment Fund approval</td>
<td>Exec Board</td>
<td>2/25/2015</td>
</tr>
<tr>
<td>Capital</td>
<td>Purchase of leased auto</td>
<td>Exec Board</td>
<td>2/25/2015</td>
</tr>
</tbody>
</table>
Minutes of the Executive Board meeting
[date]
[location]

The meeting was opened at [time] at [location] by [name], council president. A quorum was present.

Attendance:

Present: Listing of voting members present

Teleconferenced: Listing of voting members participating by phone, who may be counted toward the quorum, depending on state law and council bylaws.

Excused: Listing of those voting members excused

Guests: Listing of nonvoting guests

Summary of Action:

1. Executive board minutes of [date] (name of person making motion) Approved
2. Executive committee minutes of [date] (name) Approved
   [The executive board must approve minutes of any executive committee meeting held since the last executive board meeting]
3. Treasurer's report of [date] (name) Approved
4. List a brief summary and the disposition of all other motions or resolutions.

Reports:

Provide a brief description of reports and discussions. It is not necessary to document the entire discourse of the discussions, but rather provide some facts and figures that may serve as a future reference.

Show the details of each motion made with the specific language in quotes. Indicate who made the motion, the second, and the disposition (whether it was carried). Attach resolution documents, as required.

Closing:

The meeting was closed at [time].

Respectfully submitted, Approved,

[Name]
Scout executive

[Name]
Board president

Attachments:
Resolutions
COUNCIL ELECTION PROCEDURES

Purpose

To elect council members-at-large, associate and honorary members of the local council, regular members of the Executive Board, and local council representatives to the National Council.

Those eligible to vote

1. Registered chartered organization representatives currently officially representing chartered organizations within the council's geographical boundaries.

2. Registered, duly elected council members-at-large.

Time of elections

The date, time, and place of the annual business meeting of the local council is specified by the Executive Board of the corporation as prescribed by the council's bylaws.

Process

1. At least 90 days prior to the date set for the annual business meeting of the local council the president shall appoint a nominating committee, subject to board approval, of not fewer than three active council members with the majority not being officers. Consideration may be given to adding the immediate past council president even if they are an officer, and the inclusion of one or two persons of the highest community stature who are not active members of the local council.

2. The members of the nominating committee will be identified to members of the council between 60 and 45 days prior to the annual council business meeting so that names may be given to them for consideration.

3. Suggested nominees from registered members of the local council are to be considered if they are received in writing no less than 30 days prior to the annual business meeting. Those who offer names to the nominating committee should supply some background information, but should not have secured the permission of the person to be nominated or whether they will serve if elected.

4. The nominating committee will meet with the Scout executive, serving as the secretary and having no vote, for the purpose of selecting a slate of nominees for election.

5. Nominations received in writing within the allowable time from members of the local council not on the nominating committee are given serious consideration. Each such nomination should be acknowledged with a brief letter of thanks and the assurance that the candidate will be considered.

6. To provide a fair and orderly nominating process, nominations will not be accepted from the floor at the time of election. This procedure also permits sufficient time to consider in advance all aspects of a nominee's suitability to serve.

7. The nominating committee will select a slate consisting of a single candidate for each council officer position and no more than the legally allowable number of persons for each of the
following categories: council members-at-large, associate and honorary members, Executive Board members, advisory council members, local council representatives to the National Council; however, the committee may elect not to completely fill the associate and honorary member categories, as well as the advisory council.

The nominating committee will then ensure that sufficient copies of the ballot are printed and that one is provided to each official voting member present at the local council annual business meeting. The order of listing on the ballot is as follows:

**Chartered organization representatives and members-at-large voting**
- Council members-at-large
- Associate and honorary members
- Executive Board members
- Advisory council members
- Local council representatives to the National Council

**As prescribed in the Bylaws, the following are elected by the Executive Board at its first meeting following the council annual meeting**

- Council officers (except Scout executive)
- District chairmen to serve on the Executive Board

8. Following the elections it is important to notify those elected, to congratulate each, and to register those not already registered as active members of the Boy Scouts of America.

**Details and Contingencies**

1. Newly elected persons take office immediately following the meeting where they are elected.

2. Should any portion of the nominating committee's report be rejected, another slate must be presented at a subsequent meeting. The new slate may or may not reflect different candidates and is once again based upon the nominating committee’s recommendations. Whenever a slate is rejected, a meeting to consider the new slate must be held no more than 60 days after the annual business meeting. During that period the nominating committee should review any write-in nominations and comments from the meeting where the slate was rejected and to address the concerns leading to the rejection of the original slate.

Formal notice of the rescheduled meeting, stating the purpose, etc., should be sent to eligible voters. The nominating committee should, at the rescheduled meeting, be called upon by the president to proceed with that portion (or portions) of the election that was not completed.

3. In the event that a resolution is still not obtained, the process described in "2" above will be followed once more. Failing resolution the second time, the president may (a) elect to entertain a motion to follow the process in "2" above once again, or (b) dismiss the present nominating committee and appoint a new one which will meet and draw up a slate to be presented according to the guidelines above.
4. Because regular members of the Executive Board and others take office immediately following the local council annual business meeting (local council Bylaws, Article III, Section 2, Clause 1 and Article IV, Section 3) they assume office as soon as the local council annual business meeting is adjourned.

5. Voting should be done by ballot. The nominating committee’s slate, having been printed and distributed to eligible voters at the meeting, may be used as an official ballot should there be the need.

The chair of the nominating committee may "move the acceptance of the category under consideration and instruct the secretary to cast a unanimous ballot for the proposed nominees." If this motion is carried, there is no need to collect the printed ballots.

If the "unanimous ballot" motion is defeated then the president immediately will appoint tellers from among the active, registered members present to collect and tally the ballots. It may be helpful to have eligible voters sign their names so that their eligibility can be checked.
Local Council Business Practices Assessment - Overview

Purpose:
The business practices assessment is designed to help councils take a proactive approach in achieving excellence in business operations and performance, while identifying best practices to share with others. It addresses fiscal management, stewardship, registration procedures, governance, and staff development with an in-depth analysis to help a council be better positioned to meet the needs of its members and the communities it serves. As a result:

- Council leadership may wish to implement recommendations of the assessment team to help the council go from good to great.
- The Scout executive may desire additional coaching for himself/herself or staff members which could be incorporated into personal development plans.
- Resources from the national office may be identified which can assist the council in striving for excellence.

General Concept

Key elements in the process will include:

- Preparation of various reports in advance of a visit to a council
- Advance questionnaire to field staff
- Specific questions to be answered during the visits
- Interviews with all staff
- A thorough review of selected unit files

A final report will be prepared and shared with the council key three, area director and top management.

Assessment Team

Each assessment team will consist of a fiscal subject matter expert, a council operations subject matter expert and an area director who does not service the area in which the participating council resides. The Strategic Performance Office (SPO) will be the authority and guiding light in all matters related to this assessment. A professional staff member of the SPO will serve as the team lead on all assessments.

Advance Preparation

To support the assessment team, the SPO will prepare several items in advance. Support team members will be issued notebook binders with the appropriate reports for the council. These will be returned to the SPO upon concluding the report for the specific council.

Council Visit

In small councils the assessment should be completed in three full days with three team members, including an area director. Larger councils will have four or five members. The team will split its responsibilities between the interviews and documents research functions. Typically, two team members will be involved in the interviews.

Final Report

Within 168 hours of completing the assessment visit, the team will provide a final report to the council key three, area director, regional director and chief operating officer. The team lead will conduct a conference call for this purpose. This report includes:

- Comments regarding accounting, funding, membership, governance, and personnel.
- Recommendations for the council
- Best practices to share with the BSA.

Updated: 12/12/14
The following is a list of the top 20 most common governance/council operations findings from BPA’s in 2015. In a separate document you will find a detailed explanation for each of these items.

<table>
<thead>
<tr>
<th>BPA - Most Common Findings (Top 20)</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% Yes</td>
</tr>
<tr>
<td>1 All board members registered with the BSA</td>
<td>14.6%</td>
</tr>
<tr>
<td>2 Statement of Changes in Net Assets are presented to and approved by board</td>
<td>17.1%</td>
</tr>
<tr>
<td>3 Crisis communications plan in place and approved by board</td>
<td>19.5%</td>
</tr>
<tr>
<td>4 Board approved endowment budget in place</td>
<td>19.5%</td>
</tr>
<tr>
<td>5 Advisory board members are all registered with the BSA</td>
<td>31.7%</td>
</tr>
<tr>
<td>6 Nominating committee was properly appointed</td>
<td>34.1%</td>
</tr>
<tr>
<td>7 Board ethnicity reflects general population served</td>
<td>34.1%</td>
</tr>
<tr>
<td>8 Appointment of risk management committee was approved by board</td>
<td>36.6%</td>
</tr>
<tr>
<td>9 Board approved capital budget is in place</td>
<td>36.6%</td>
</tr>
<tr>
<td>10 Board has approved the council’s I-990</td>
<td>36.6%</td>
</tr>
<tr>
<td>11 Audit committee does not include council officers</td>
<td>41.5%</td>
</tr>
<tr>
<td>12 Audit committee appointment was approved by board</td>
<td>41.5%</td>
</tr>
<tr>
<td>13 Board and council is organized per council bylaws</td>
<td>41.5%</td>
</tr>
<tr>
<td>14 Board members have signed conflict of interest agreements on file</td>
<td>41.5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Council Operations</th>
<th>% Yes</th>
<th>% No</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 Management is checking field receipts quarterly</td>
<td>17.1%</td>
<td>82.9%</td>
</tr>
<tr>
<td>16 Council is utilizing the MyCouncilPlan for strategic plan</td>
<td>24.4%</td>
<td>75.6%</td>
</tr>
<tr>
<td>17 Unregistered Unit Report is being used for dropped units</td>
<td>31.7%</td>
<td>68.3%</td>
</tr>
<tr>
<td>18 Scout executive is approving all council-assisted registrations</td>
<td>34.1%</td>
<td>65.9%</td>
</tr>
<tr>
<td>19 Council-owned credit cards are not being used</td>
<td>39.0%</td>
<td>61.0%</td>
</tr>
<tr>
<td>20 Council has positive net assets in all funds</td>
<td>41.5%</td>
<td>58.5%</td>
</tr>
</tbody>
</table>
BPA – Most Common Findings - Detailed Explanations

1. **Executive Board Members Registered** - Membership in the BSA is required for all adults that serve in any capacity. Executive board members and advisory board members serve in leadership roles and must lead by example. Additionally, all adult leaders are required to have current youth protection training.

2. **Statement of Changes in Net Assets** - The officers and executive board members of the council should be presented with each of the financial statements on a monthly basis and these statements should be approved by the executive committee or executive board. The financial statements include; Statement of Financial Position, Statement of Changes in Net Assets, and Statement of Operations for each fund with a budget. Additionally, these detailed statements should be reviewed monthly by the council treasurer.

3. **Crisis Communication** - A crisis communication plan outlines who is authorized to speak to the media in the event of a crisis. The plan should be developed stipulating how communications with the press be handled and by whom. It should be approved by the board to ensure board members are aware of their role and responsibility and shared with all staff and all board members. It should also be recorded in the executive board or executive committee minutes.

4. **Endowment Budget Approved** - Volunteer involvement and engagement is vitally important in the building of the council budget. It assures resources are allocated in accordance to the board’s vision for the council and provides good governance. The board should develop and approve separate budgets for operating, capital and endowment and record in its minutes.

5. **Advisory Board Members Registered** - Membership in the BSA is required for all adults that serve in any capacity. Executive board members and advisory board members serve in leadership roles and must lead by example. Additionally, all adult leaders are required to have current youth protection training.

6. **Nominating Committee** – Prior to the annual meeting of the council, the appointment of a nominating committee is to be done within the prescribed time period outlined in the council bylaws and recorded in the executive board or executive committee minutes.

7. **Board Ethnicity** – To help strengthen Scouting’s connection to diverse cultures and communities our new Chief Scout Executive recently appointed the BSA’s first ever Chief Diversity Officer, Ponce Duran. The BSA recognizes that our boards must be committed to embracing diversity and reflective of the general population in our council territories.

8. **Risk Management Committee** – A key priority for councils should be to recruit an enterprise risk management chairman and committee to protect the people, property, and environment of the BSA. The appointment and approval of this committee should be recorded in the executive board or executive committee minutes.

9. **Capital Budget Approved** - Volunteer involvement and engagement is vitally important in the building of the council budget. It assures resources are allocated in accordance to the board’s vision for the council and provides good governance. The board should develop and approve separate budgets for operating, capital and endowment and record in its minutes.
10. **I-990 Approval and Filing** - The IRS Form 990 must be reviewed and approved by the board of directors of non-profit organizations. The approval should then be recorded in executive board or executive committee minutes. Form 990 is due to the IRS on the 15th day of March of the following year unless the council applies for and is granted an extension from the IRS using form 8868.

11. **Audit Committee (council officers)** - As audit committees have taken on a more important role in the governance and oversight of a council, it is important for them to have a membership that is in compliance with guidelines outlined in the AICPA Audit Committee Charter Matrix. The audit committee is generally composed of three to five independent, financially literate individuals, but does not include local council officers or professional staff members. A majority of the audit committee should be members of the local council executive board. Other members should be local community leaders who believe in the benefits derived from an audit committee’s work.

12. **Audit Committee Approved** - The appointment (see #11) of the audit committee should be reviewed and approved by the board. The approval should then be recorded in executive board or executive committee minutes.

13. **Council/Board Organization** – The council is to be organized as prescribed in its bylaws, including officers, committees, and meetings of the council, executive board, executive committee, and advisory council/board. At most, bylaws are legally binding documents that organizations must submit to IRS and state agencies, as well as some foundations. *"Follow the provisions religiously. You not only have a duty to understand your bylaws, you are legally accountable for following them. This is not optional. A court of law will side with your bylaws in any dispute brought by another board member, an employee, volunteer or recipient of services who may have a grievance."*  

14. **Conflict of Interest** – According to the National Council of Nonprofits a policy governing conflicts of interests is perhaps the most important policy a nonprofit board can adopt. In article 9, section 2, clause 9 of the *“Rules and Regulations of the Boy Scouts of America”* it is stated that *“A fundamental principle of ethics is that any person who exercises discretionary authority on behalf of the Corporation may not use this authority for his or her own benefit.”* Complementing this, the council should have its own conflict of interest policy for executive board members and a separate policy for employees. Approval of both of these conflict of interest policies should be recorded in executive board or executive committee minutes. Additionally, a file should be maintained containing signed agreements of compliance from each of the executive board members and a signed agreement of compliance from each employee kept in the employee’s personnel file.

15. **Field Receipts** – Council staff who receive cash (or cash equivalents) in the field should use pre-numbered field receipts with original to payer, copy to office with the cash, and final copy kept in the field receipt book. Receipt books should be issued to a specific person, and a member of management should check to identify and verify proper usage at least quarterly. The “Fiscal Management Procedures for Stewardship” manual has a field receipt usage policy template which can be used by councils.
16. **MyCouncilPlan** – Use of the MyCouncilPlan (MCP) tool is in no way mandatory for councils. However, the MCP online tool can help councils drive the execution of their strategic plan—with accountability, transparency, collaboration, and communication. It is available via the web on computers, laptops, tablets, and smart phones. Its focus is to help local councils with their strategic planning, execution, and achieving better strategic alignment between the local and national council.

17. **Unregistered Unit Report** - The Unregistered Unit Report is used when a unit does not reregister. This form can be used as a valuable tool for helping councils reduce the number of dropped units by identifying the status of a unit during the rechartering process. An unregistered unit report should be kept on file for each dropped unit. The report is generated automatically at the end of each month when the membership month is closed. It shows units not reregistered for three monthly closing periods based on national membership closing dates. Print the report from ScoutNET's print repository. The report remains in the Print Repository for seven days only. The Unregistered Unit Report can be found in the Unit Performance Guide: [http://www.scouting.org/filestore/membership/pdf/522-025_WB.pdf](http://www.scouting.org/filestore/membership/pdf/522-025_WB.pdf)

18. **Council-Assisted Registrations** – Part B section 4 of the 2016 Local Council Charter and Membership Validation requirements states “The Scout executive, not a designee, must approve and sign a document which is present in current unit files when any of the following apply... Any time the council is funding all or any part of youth members’ registration fees”. The executive board should adopt guidelines related to expenditures funding youth membership fees and the Scout executive is to give specific written approval any time these funds are expended. The 2016 Local Council Charter and Membership Validation requirements and be found here: [http://www.scouting.org/filestore/mission/pdf/523-027_WEB.pdf](http://www.scouting.org/filestore/mission/pdf/523-027_WEB.pdf)

19. **Council Credit Cards** - The BSA strongly discourages the use of council-owned credit cards especially those which are in the sole possession of employees. In such cases where the board approves council-owned credit cards in the possession of employees, it is very important to have specific board-approved guidelines and controls to minimize the risk. These guidelines should be recorded in the executive board or executive committee minutes.

20. **Increase Net Assets** - Good fiscal management is measured by maintaining sufficient resources and using them in order to deliver effective programs, eliminating or reducing debt, and administering proper accounting practices and controls. One key measure of a council’s financial health is determined by its unrestricted net assets, which represent the resources available to continue its operation. When councils have negative net assets it can put the council in a serious financial position. Effective budgeting and oversight processes allow successful councils to generate operating surpluses, which enable them to support Scouting growth even in areas that are difficult to serve.

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**Footnote**

SIX MAJOR TASKS FOR VOLUNTEER SUCCESS

1. Define Responsibilities
Volunteers must know what is expected of them to be successful. Carefully define, in writing, the responsibilities for each position. Use Commissioner Volunteer Duties cards, District Committee Responsibility cards, and the district committee guidebooks to assist you.

2. Select and Recruit
Fit the right person to the position. Consider each prospect's skills, interests, and other relevant factors. Consider the variety of motivating factors for people getting involved in Scouting. Use all the prescribed steps in recruiting district volunteers and use the recruiting resources of the BSA. Helpful recruiting resources include Selecting District People and the District Nominating Committee Worksheet.

3. Orient and Train
Provide each person with prompt orientation on the individual assignment and with adequate training to be successful. Use the District Committee Training Workshop and Administration of Commissioner Service manual, which now includes the Continuing Education for Commissioners and the Commissioner Basic Training Manual.

4. Coach Volunteers
Provide ongoing coaching as needed. Build a volunteer's confidence and self-esteem. Help conserve a volunteer's time. Coaching should be provided by the appropriate committee chair or professional.

5. Recognize Achievement
Prompt volunteer recognition has an important impact on the tenure and quality of service in the district. Recognition must be sincere, timely, and earned. Use the great variety of formal BSA recognition items, but also be creative with frequent locally devised thank-yous. Even more effective may be the personal "pat on the back" for a job well done. Recognize volunteers on a face-to-face basis, from a person of status, and preferably in front of the volunteer's peers.

6. Evaluate Performance
Help district volunteers regularly evaluate how they're doing. Use the Self-Evaluation for Unit Commissioners in the Commissioner Fieldbook for Unit Service and A Self-Evaluation Guide for Successful District Operation.

While designed for district operations, the Six Major Tasks for Volunteer Success can be adapted for board level recruitment and engagement. Another excellent resource is The Board Building Cycle—Nine Steps to Finding, Recruiting, and Engaging Nonprofit Board Members by Berit M. Lakey and published by Board Source. It focuses on nine steps to building your board—Identify, Cultivate, Recruit, Orient, Engage, Educate, Rotate, Evaluate, and Celebrate.

Some key points from this publication are:

- Identify the needs of the board. What do you have? What is missing?
- Cultivate potential board member prospects. Ask for referrals from current board members.
- Orient new board members to the organization (BSA)—history, programs, issues, finances, facilities, bylaws, meeting minutes, organization chart and to the board—committees, board member responsibilities, and rosters of board members and staff
Reflections on Board Membership

It is important for executive board members to know how Scouting works—its structure and operation. Board membership, however, is far more than the mechanics of the structure and procedures. Following are a few special reflections for board members.

**Why You Were Selected**

Each board member is selected because of some skills, experience, and characteristics unique to the individual that match current needs of the BSA local council. There are some qualities common to all board members.

Reflect on the fact that you are

- Committed to the mission of the Boy Scouts of America
- Willing to give time necessary to be an effective board member
- Able to contribute your personal and professional qualities that complement those of other board members
- Committed to the approach and tone of the council's fund-raising efforts
- Skilled at being a team player
- Capable of placing Scouting's purposes and interests above your own personal and professional interests when making decisions as a board member
- Able to contribute financial support to the council consistent with your own means

**A Special Working Relationship**

The council executive board and the Scout executive play contrasting yet deeply interrelated roles. The board governs and is focused on policy making and the council's strategic plan. Board members see to it that the council is well managed rather than managing it themselves. The Scout executive makes recommendations to the board and, with his or her staff, manages the day-to-day operations of the council to carry out that policy. He or she accepts responsibility for giving leadership to the achievement of the council's mission, strategic plan, and its annual objectives. The board governs and the Scout executive manages, and the council must clearly distinguish between them if it wants the two to work in harmony for Scouting's success. This relationship is based on mutual trust and open communication, and should be modeled by the council Key 3—the council president, council commissioner, and Scout executive.

**What Is Expected of You**

The obligations of executive board members extend well beyond attending meetings and participation in group decisions. Each board member is expected to meet standards of personal conduct and commitment on behalf of the Boy Scouts of America that are perhaps higher than those usually expected of other volunteers.

Reflect on these expectations:

1. Know Scouting's mission and follow current trends in how this mission is carried out.
2. Suggest other persons of achievement and distinction who could make significant contributions to the work of the council.
3. Serve in council leadership positions or undertake special assignments willingly and enthusiastically when asked.
4. Bring a sense of humor and balance to the board's deliberations.
5. Ask timely and substantive questions at meetings consistent with your conscience and convictions, while supporting the majority decisions on issues decided by the board.
6. Maintain confidentiality of the executive board sessions, and speak for the council only when authorized to do so.
7. Avoid prejudices and grievances of others, and urge Scouters with grievances to follow established policies and procedures through their committee or staff leadership. (All matters of potential significance should be called to the attention of the Scout executive or the council president as appropriate.)
8. Counsel the Scout executive as appropriate to offer support in possibly difficult relationships with groups or individuals.
9. Serve the council as a whole rather than as a special-interest group or constituency.
10. Avoid even the appearance of a conflict of interest that might embarrass the board or the Boy Scouts of America, and disclose any possible conflicts to the board in a timely fashion.
11. Maintain independence and objectivity, and do what a sense of fairness and the Scout Oath and Law dictate even though not necessarily obliged to do so by law or regulation.
12. Assist the Boy Scouts of America by implementing Scouting's fund-raising strategies through personal influence with others (i.e., corporations, individuals, and foundations).
10 Responsibilities of the Executive Board

1. **Determine mission and purpose.** It is the board’s responsibility to create and review a statement of mission and purpose that articulates the council’s goals, means, and primary constituents served.

2. **Select the Scout executive.** Boards must reach a consensus on the Scout executive’s responsibilities and undertake a careful search to find the most qualified person for the position.

3. **Support and evaluate the Scout executive.** The board should ensure that the Scout executive has the moral and professional support necessary to further the goals of the council.

4. **Ensure strategic planning.** Boards must actively participate in an overall planning process, and assist in implementing and monitoring the plan’s goals.

5. **Monitor and strengthen programs and services.** The board’s responsibility is to determine which programs are consistent with the council’s mission and monitor their effectiveness.

6. **Ensure adequate financial resources.** One of the board’s foremost responsibilities is to provide adequate resources for the council to fulfill its mission.

7. **Protect assets and provide financial oversight.** The board must assist in developing the annual budget and ensuring that proper financial controls are in place.

8. **Build a competent board.** All boards have a responsibility to articulate prerequisites for candidates, orient new members, and periodically and comprehensively evaluate their own performance.

9. **Ensure legal and ethical integrity.** The board is ultimately responsible for adherence to legal standards and ethical norms.

10. **Enhance the council’s public standing.** The board should clearly articulate the council’s mission, accomplishments, and goals to the public and garner support from the community.
Examples of the likely responsibilities for a council governance committee include:

- Evaluation, assessment, and monitoring of board structure, including standing and ad hoc committees. Provide definition of skills and attributes required of board members and identify existing gaps to the nominating committee.
- Orientation of new and existing board members.
- Training and education of the board related to governance roles and responsibilities, and with respect to bridging board knowledge gaps.
- Assessment and evaluation of the board, chair, individual members (including each member's self-assessment), and board meetings.
- Evaluation and monitoring of governance structures and processes, including policy development and processes for board monitoring and oversight of operations.
- Identification and recruitment of external resources experts to assist the board in its governance role and responsibilities.
- Identification and development of recommendations on board conflict of interest and discipline bylaws, policies, and processes.
- Consider and make recommendations to the board regarding the size, structure, composition, and functioning of the board and its committees.
- Review the council's corporate governance principles and recommend revisions to these principles as necessary.
- Review and recommend to the board tenure and other policies regarding members' and officers' terms.

Note:

Compensation of the Scout executive and other personnel falls under the charter of the benefits and compensation committee.

Identification of board members and officer candidates falls under the charter of the nominating committee.

The engagement of the council auditor and oversight of the audit process falls under the charter of the audit committee.
PREPARED ESPECIALLY FOR:

FOR THE POSITION OF: Governance Committee Chair

KEY MEETING DATES:
- Executive board meetings
- Council officer meetings (as needed)
- Governance committee meetings

POSITION CONCEPT: Responsible to the council president to evaluate, assess, and monitor board structure, including standing and ad hoc committees. Provide definition of skills and attributes required of board members and identify existing gaps to the nominating committee.

PRINCIPAL RESPONSIBILITIES:

1. Orientation of new and existing board members.

2. Training and education of the board related to governance roles and responsibilities, and with respect to bridging board knowledge gaps.

3. Assessment and evaluation of the board, chair, individual members (including each member's self-assessment), and board meetings.

4. Evaluation and monitoring of governance structures and processes, including policy development and processes for board monitoring and oversight of operations.

5. Identification and recruitment of external resources experts to assist the board in its governance role and responsibilities.

6. Identification and development of recommendations on board conflict-of-interest and discipline bylaws, policies, and processes.

7. Consider and make recommendations to the board regarding the size, structure, composition, and functioning of the board and its committees.

8. Review the council’s corporate governance principles and recommend revisions to these principles as necessary.
PREPARED ESPECIALLY FOR:

FOR THE POSITION OF: Executive Board Member

KEY MEETING DATES: Executive board meetings

POSITION CONCEPT: Responsible to the council president to achieve the council’s purpose of guiding and supporting districts in their mission of working with community organizations chartered by the Boy Scouts of America to deliver a quality program to their membership.

PRINCIPAL RESPONSIBILITIES:

1. Provide continuity for the council by representing the organization’s point of view through interpretation of services and advocacy.

2. Select and appoint a Scout executive for the council.

3. Govern the council by broad policies and objectives formulated and agreed upon by the governing board through the strategic plan.

4. Acquire sufficient resources for the council’s operations and to finance the services adequately.

5. Account to the public for the services of the council and expenditures of its funds, including fiscal accountability and budget approval.

6. Participate on committees associated with the operation of the council while representing the overall board vision.

7. Adopt resolutions that will further the mission and strategic initiatives of the council.

8. Represent the National Council of the Boy Scouts of America as the final voice in decisive matters within the council territory.

9. Stand as a representative to the community for the ideals and values of the Scout Oath and Scout Law.
Board Self-Evaluation Questionnaire

Questions should be answered by all board members. When completed individually the results of Sections A, B and C should be compiled, shared and discussed by the whole board to determine an average group answer to each question and an overall section rating. Section D should be answered by board members alone but not shared with the group. Sections A, B and C should also be completed by the Executive Director or CEO. This version also includes Section E, which provides feedback to the Chair of the Board.

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

A. How Well Has the Board Done Its Job?

1. Our organization has a three to five-year strategic plan or a set of clear long range goals and priorities. 1 2 3 4 5

2. The board’s meeting agenda clearly reflects our strategic plan or priorities. 1 2 3 4 5

3. The board has insured that the organization also has a one-year operational or business plan. 1 2 3 4 5

4. The board gives direction to staff on how to achieve the goals primarily by setting or referring to policies. 1 2 3 4 5

5. The board ensures that the organization’s accomplishments and challenges are communicated to members and stakeholders. 1 2 3 4 5

6. The board has ensured that members and stakeholders have received reports on how our organization has used its financial and human resources. 1 2 3 4 5

7. ____________________________ 1 2 3 4 5

My overall rating (add together the total of the numbers circled):

☑ Excellent (28+) ☐ Very Good (20-27) ☐ Good (15-19)
☐ Satisfactory (12-18) ☐ Poor (7-11)

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B. How Well Has the Board Conducted Itself?

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

1. Board members are aware of what is expected of them. 1 2 3 4 5

2. The agenda of board meetings is well planned so that we are able to get through all necessary board business. 1 2 3 4 5

3. It seems like most board members come to meetings prepared. 1 2 3 4 5

4. We receive written reports to the board in advance of our meetings. 1 2 3 4 5

5. All board members participate in important board discussions. 1 2 3 4 5

6. We do a good job encouraging and dealing with different points of view. 1 2 3 4 5

7. We all support the decisions we make. 1 2 3 4 5

8. The board has taken responsibility for recruiting new board members. 1 2 3 4 5

9. The board has planned and led the orientation process for new board members. 1 2 3 4 5

10. The board has a plan for director education and further board development. 1 2 3 4 5

11. Our board meetings are always interesting. 1 2 3 4 5

12. Our board meetings are frequently fun. 1 2 3 4 5

*My overall rating:*

☐ Excellent (50+) ☐ Very Good (40-49) ☐ Good (30-49)

☐ Satisfactory (20-29) ☐ Poor (10-19)
C. Board’s Relationship with Executive Director

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

1. There is a clear understanding of where the board’s role ends and the Executive Director’s begins.

2. There is good two-way communication between the board and the Executive Director.

3. The board trusts the judgment of the Executive Director

4. The Board provides direction to the Executive Director by setting new policies or clarifying existing ones.

5. The board has discussed as communicated the kinds of information and level of detail it requires from the Executive Director on what is happening in the organization.

6. The board has developed formal criteria and a process for evaluating the Executive Director

7. The board, or a committee of the board, has formally evaluated the Executive Director within the past 12 months.

8. The board evaluates the Executive Director primarily on the accomplishment of the organization’s strategic goals and priorities and adherence to policy.

9. The board provides feedback and shows its appreciation to the Executive Director on a regular basis.

10. The board ensures that the Executive Director is able to take advantage of professional development opportunities.

11. ___________________________________________

My overall rating:

☐ Excellent (45+)
☐ Very Good (39-44)
☐ Good (29-38)
☐ Satisfactory (20-28)
☐ Poor (11-19)

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D. Performance of Individual Board Members (Not to be shared)

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

1. I am aware of what is expected of me as a board member.  
   1  2  3  4  5

2. I have a good record of meeting attendance.  
   1  2  3  4  5

3. I read the minutes, reports and other materials in advance of our board meetings.  
   1  2  3  4  5

4. I am familiar with what is in the organization’s by-laws and governing policies  
   1  2  3  4  5

5. I frequently encourage other board members to express their opinions at board meetings.  
   1  2  3  4  5

6. I am encouraged by other board members to express my opinions at board meetings.  
   1  2  3  4  5

7. I am a good listener at board meetings.  
   1  2  3  4  5

8. I follow through on things I have said I would do.  
   1  2  3  4  5

9. I maintain the confidentiality of all board decisions.  
   1  2  3  4  5

10. When I have a different opinion than the majority, I raise it.  
    1  2  3  4  5

11. I support board decisions once they are made even if I do not agree with them.  
    1  2  3  4  5

12. I promote the work of our organization in the community whenever I had a chance to do so.  
    1  2  3  4  5

13. I stay informed about issues relevant to our mission and bring information to the attention of the board.  
    1  2  3  4  5

My overall rating:

☐ Excellent (55+)  ☐ Very Good (45-54)  ☐ Good (32-44)
☐ Satisfactory (20-31)  ☐ Poor (13-19)

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E. Feedback to the Chair of the Board (Optional)

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

1. The board has discussed the role and responsibilities of the Chair. 1 2 3 4 5
2. The Chair is well prepared for board meetings. 1 2 3 4 5
3. The Chair helps the board to stick to the agenda. 1 2 3 4 5
4. The Chair ensures that every board member has an opportunity to be heard. 1 2 3 4 5
5. The Chair is skilled at managing different points of view. 1 2 3 4 5
6. The Chair can be tough on us as a group when we get out-of-line. 1 2 3 4 5
7. The Chair knows how to be direct with an individual board member when their behaviour needs to change. 1 2 3 4 5
8. The Chair helps the board work well together. 1 2 3 4 5
9. The Chair demonstrates good listening skills. 1 2 3 4 5
10. The board supports the Chair. 1 2 3 4 5
11. The Chair is effective in delegating responsibility amongst board members. 1 2 3 4 5
12. ________________________________ 1 2 3 4 5

My overall rating:

☐ Excellent (45+)  ☐ Very Good (35-44)  ☐ Good (25-34)
☐ Satisfactory (20-33)  ☐ Poor (11-19)

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Executive Board Survey

1. Number of members currently on the executive board __________

2. Maximum number of executive board members allowed __________

3. Gender of board members
   Male __________   Female __________

4. Age groups/Generations of board members
   Traditionalists (born 1945 and before) __________
   Baby Boomers (born 1946 to 1964) __________
   Generation X (born 1965 to 1976) __________
   Generation Y/Millennials (born 1977 to 1995) __________
   Generation Z (born 1996 and later) __________

5. Ethnicity/Race of board members
   White/Caucasian __________   Black/African American __________
   Hispanic/Latino __________   Native American __________
   Asian/Pacific Islander __________   Middle Eastern __________
   Multi-racial __________   Other __________

6. Community Connections of board members
   Religious __________   Corporate __________
   Education __________   Media __________
   Political __________   Philanthropy __________
   Small Business __________   Social Services __________
   Health Care __________   Other __________
Executive Board Survey

7. All prospective board members receive the following. (Check all that apply.)
   Council annual report _______  Board and Staff roster _______
   Most recent audit _________  IRS 990 Form _______
   Monthly financials _____  Council budget _____
   Council bylaws _____  Council Map with districts ______
   Board meeting calendar ______  Board meeting minutes ___
   Council Organizational chart _____  Council Committee assignments _____
   Council strategic plan ________  Council calendar ______

8. Do board members receive and sign a conflict-of-interest policy statement?
   Yes _____  No _____

9. Are new board members given an executive board orientation to the council?
   Yes _____  No _____

10. How often each year do board members receive ongoing board training?
    Every meeting ____  Every other meeting ____  Several times ____  Once ____

11. What topics are covered in the board training?
    Board responsibilities _____  Fiscal responsibilities _____
    Fundraising _____  Bylaws/policies _____
    Council programs _____  Strategic planning _____
    Governance _____  Marketing _____
    Talent management _____  Administrative services _____

12. Do you believe your board reflects the diversity of your community?
    Yes _____  No _____
CONFLICT-OF-INTEREST POLICY FOR EXECUTIVE BOARD MEMBERS

RESOLVED, that it is the basic policy of the corporation that all executive board members or members of any committee thereof, or officers or employees of the corporation, have a duty to be free from the influence of any conflicting interest when they act on behalf of the corporation, represent it in negotiations, or advise others in the corporation with respect to dealing with third parties. They are expected to deal with suppliers, customers, contractors, and others having dealings with the corporation on the sole basis of what is in the best interest of the corporation without favor or preference to third parties based on personal considerations. To this end, the following rules shall be observed:

1. No member of the executive board or member of any committee thereof, or officer or employee of the corporation, shall accept from any person, directly or indirectly, whether by themselves or through their spouse or a member of their family or through any partner or business or professional associate, any gift, favor, service, employment or offer of employment, or any other thing of value which they know or has reason to believe is made or offered to them with the intent to influence them in the performance of their duties as a member of the executive board or member of any committee thereof, or officer or employee of the corporation.

2. No member of the executive board or member of any committee thereof, or officer or employee of the corporation, who is a partner, officer, or employee of a partnership, firm, or corporation, or who owns or controls more than 10 percent of the stock of such corporation, shall represent, appear for, or negotiate on behalf of the corporation in connection with the acquisition or sale by the corporation of any interest in real or tangible or intangible personal property to such partnership, firm, or corporation.

3. No member of the executive board or member of any committee thereof shall participate by discussion, voting, or by any other action taken by the executive board, or any committee thereof, in the enactment of or defeat of a motion which relates to any transaction with any party referred to in paragraph 2 above. In case any such matter is discussed at any meeting where any executive board or committee member who has such an interest is present, they shall promptly disclose their interest in the matter to be voted on to the chairman of the meeting. They shall not vote on the matter and, at the discretion of the disinterested members present, may be required to leave the meeting during the discussion and the voting on the matter.
4. Contracts, transactions, or arrangements of the Corporation in which a board member or officer has a direct or indirect financial, competing, or other material interest shall not be prohibited, but they must be disclosed and they shall be subject to scrutiny. Any such proposed contract, transaction, or arrangement is to be reviewed to determine that it is in the best interest of the Corporation.

5. Each board member and each officer of the corporation shall promptly disclose any material interest that he or she has or reasonably expects to have in any proposed or existing arrangement with the corporation prior to the start of any negotiations with respect to such matter. An interest required to be disclosed under this policy shall be disclosed in writing to the Chairperson of the board. Such disclosure shall include all material facts and supply any reasons why the arrangement might be or not be in the best interest of the corporation. The chairperson of the board shall refer the issue to the full board, the executive committee, or other board committee having decision-making authority over the substantive matter in question.

6. The names of the board members and officers who disclosed or otherwise were found to have a material interest in a proposed or existing arrangement of the corporation, the nature of the interest, and the extent of the board member’s or officer’s participation in the relevant board or committee meeting on matters related to the material interest. The minutes also shall include a record of any determination as to whether the arrangement was in the best interest of and fair and reasonable to the corporation, notwithstanding the interest, and the specific reasons supporting the determination, including any alternatives to the proposed or existing arrangement, the names of the persons who were present for discussions and votes relating to the proposed or existing arrangement, and a record of any votes taken in connection therewith.

7. Each board member and officer has a duty to place the interest of the corporation foremost in any dealing with the corporation and has a continuing responsibility to comply with the requirements of this policy. At least once each year, each board members and officer, and new board members and officers prior to their initial election, shall acknowledge his or her familiarity with this policy and shall disclose in writing to the chairperson of the board any existing material interest or co-investment interest subject to this policy by completing a conflict-of-interest disclosure statement. The conflict-of-interest disclosure statements shall be reviewed by the chairperson of the board. Any issues not previously disclosed shall be referred by him or her to the board or appropriate committee. The conflict-of-interest disclosure statements shall be retained in the confidential files of the corporation.
Conflict-of-Interest Disclosure Statement

The conflict-of-interest policy of the corporation requires any board member or officer of the corporation to disclose any direct or indirect financial, competing or other material interest or co-investment interest that he or she has or reasonably expects to have in any proposed or existing contract, transaction, or arrangement with the corporation, or in any other matter under consideration or to be considered by the board, the executive committee, or any other board committee.

Please initial each statement that applies to you:

_____ I have read and am familiar with the conflict-of-interest policy.

_____ I am not aware of any direct or indirect financial, competing or other material interest or co-investment interest that is required to be disclosed under the conflict-of-interest policy.

_____ I have described in the attached letter every direct or indirect financial, competing or other material interest or co-investment interest that is required to be disclosed under the conflict-of-interest policy. (Please attaché a letter providing complete details of any direct or indirect financial, competing or other material interest or co-investment interest subject to the policy.)

During the time I am a board member or officer of the corporation, I agree to report promptly any future direct or indirect financial, competing or other material interest or co-investment interest that is required to be disclosed under the policy.

I am completing this disclosure statement based on the definitions below that are taken from the conflict-of-interest policy.

Signature: ______________________________________ Date: ____________

Please return this statement in the enclosed envelope not later than ________.
The BSA Strategy Map starts with a story. On the left side is a Scout representing a local council (or district or unit)—climbing up the hill. And on the right side is another Scout representing the national council (or local council or executive board)—extending a helping hand and committed to mutual success.

You read a strategy map from bottom to top. Each quote creates a foundation that helps the quote above come to reality. Each "quote" in a blue box creates a foundation for the quote above to come true.

The flywheel to success is when "our unit leaders have fun meetings/activities with positive outcomes."—as all Scouting is local. These key experiences are created every week when youth of great promise are influenced and inspired by adults of great character—volunteers and staff with the right tools, selection, and training.

Positive outcomes and fun experiences drive more youth to stay in the program longer (retention). And members tell their friends about Scouting and encourage them to join (recruitment). This drives local and national revenue, creates life changing experiences, and leads to the outcomes of character, leadership, citizenship, and fitness in our youth.
Now look again at the BSA Strategy Map—with the quotes in blue boxes and strategic objectives in white boxes. Strategic objectives are the key actions that drive the outcomes you seek.

Look at the perspective of People and Technology (PT)—to achieve your goals, what human resources and technologies must you leverage? Goal PT1 helps you achieve PT2. PT3 and PT4 helps you drive the success of PT5.

Moving forward, look at the perspective of Process (P)—to satisfy your members and partners, in which internal business process must you excel? Continuing on in the Financial (F) perspective—to satisfy your members and partners, what financial objectives must you accomplish? And onward, look at the Members and Partners (MP) perspective—what member needs must you serve? Notice how you focus on life changing, relationship experiences for your members.

All of these strategic objectives—within the 4 perspectives of People and Technology, Process, Financial, and Member and Partners helps to drive to the ultimate BSA outcomes, the traditional ones: character, citizenship, and fitness. And another outcome that really has been around a long time in the BSA: leadership.
<table>
<thead>
<tr>
<th>Perspective</th>
<th>This BSA Strategic Objective maps to...</th>
<th>...this JTE criteria.</th>
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</thead>
<tbody>
<tr>
<td><strong>Member/Partner (MP)</strong></td>
<td>MP1: Deliver relationship experiences</td>
<td>JTE #4, #15</td>
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<tr>
<td></td>
<td>MP2: We deliver life changing experiences for our members</td>
<td>JTE #4, #15</td>
</tr>
<tr>
<td><strong>Financial (F)</strong></td>
<td>F1: Increase Revenue</td>
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<tr>
<td></td>
<td>F2: Manage Expenses</td>
<td>JTE #1</td>
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<td>F3: Improve Property Profitability</td>
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<td></td>
<td>F4: We are financially healthy</td>
<td>JTE #1, #2, #3</td>
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<tr>
<td><strong>Process (P)</strong></td>
<td>P1: Enhance youth recruiting</td>
<td>JTE #5</td>
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<td></td>
<td>P2: Provide Great Member Care</td>
<td>JTE #14, #15</td>
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<td>P3: Deliver Timely, Relevant and Effective Communications</td>
<td>JTE #14</td>
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<td></td>
<td>P4: Embrace &amp; Adhere to JTE Standards</td>
<td>All JTE #</td>
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<td></td>
<td>P5: Provide relevant programs that connect with youth of today</td>
<td>JTE #6, #11, #13</td>
</tr>
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<td></td>
<td>P6: Our unit leaders have fun meetings/activities with positive outcomes</td>
<td>JTE #7, #8, #9, #10, #15</td>
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<tr>
<td><strong>People and Technology (PT)</strong></td>
<td>PT1: Create fun tools that are easy to use</td>
<td>JTE #11, #15</td>
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<td></td>
<td>PT2: Our tools are easy and fun to use</td>
<td>JTE #11, #15</td>
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<td></td>
<td>PT3: Develop Competent, Passionate, and Diverse Staff</td>
<td>JTE #12</td>
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<td></td>
<td>PT4: Develop Competent, Passionate, and Diverse Volunteers</td>
<td>JTE #16, #17</td>
</tr>
<tr>
<td></td>
<td>PT5: Through selection and training, we have effective unit leaders</td>
<td>JTE #18</td>
</tr>
</tbody>
</table>
2016 BOY SCOUTS OF AMERICA GAME PLAN

"The tide has turned. We must be bold in our approach, energetic in our actions and pull out all the stops to extend the benefits and opportunity of Scouting to youth in every neighborhood in America ...”

Dr. Robert M. Gates, National President, 2016

### Membership Growth
- Interests and needs of families have changed and we have not.
- Develop an agreed-to and understood growth plan that is adopted nationwide.

### Adult Leadership
- Success of the BSA is dependent upon our direct contact leaders, i.e., our “front-line” workforce.
- Renewed focus will be on education, recruiting, and training.

### Technology
- Current state falls short of addressing the needs of all members.
- Transform into a user-friendly experience that addresses the needs of our membership.

### The Summit
- Continue to build onsite, and increase attendance while inspiring new donor investments.
- Incorporate the Summit into BSA culture as the fourth high-adventure base and national jamboree home.

### Costs/GLIP
- Budgets are challenged due to declining membership and escalating general liability costs.
- Focus on controlling costs during the creation of budgets.

## Why We’ll Grow
- **We are establishing the most RELEVANT and RIGOROUS requirements for defining character and leadership programs.**
- **The way we deliver character and leadership is the distinguishing feature of the BSA. It’s our competitive advantage.**

## Our Short-Term Strategy

### 1. Grow Exploring
- We will focus on Exploring’s role in helping youth explore potential career paths.
- Exploring will be refreshed as a brand and a program.

### 2. Focus on Core Programs
- Programs must be fun and consistent with Scouting values.
- Parents favor programs that reinforce and enhance life skills learning.

### 3. Charter New Units
- We will renew focus on new-unit development.
- The National Alliances Team will develop new relationships and partnerships to stimulate new-unit growth.

### 4. Create and Expand Pilot Programs
- Pilot programs will enable us to offer other products and services consistent with our mission.
- We will embrace pilot programs that address new and underserved markets.
# 2016 Boy Scouts of America Game Plan

## Membership
*Expanding Scouting programs to our nation's youth*
- Increase membership across:
  - Cub Scouts
  - Boy Scouts
  - Venturing
  - Varsity Scouts
  - Sea Scouts
  - Exploring
  - Pilot Programs

## People
*Reflecting the communities we serve*
- Create talent management strategy that includes leadership development.
- 2016 diversity goals are to increase diversity throughout the BSA from national and local boards, employees, and membership until we reflect the diversity of the communities we serve.

## Culture
*Recognizing people as our greatest resource*
- Create shared core operating principles for the BSA culture.
- Form the Corporate Culture Team.
- Identify "keystone" culture project for 2017-18 that will drive home cultural change.

## IT Infrastructure
*Leveraging technology to enable growth*
- Focus on delivering the following:
  - My Scouting Tools
  - Scoutbook
  - Commissioner Tools
  - Home website: [www.scouting.org](http://www.scouting.org)
  - Online retail website: [www.scoutstuff.org](http://www.scoutstuff.org)

## Finance
*Maintaining the financial health of the organization*
- Develop a culture of delivering financial results.
- Institute an organization-wide annual budget process.
- Manage cash flows and complete capital projects.
- Align budgets to produce budget surpluses.

## High-Adventure Bases
*Delivering wilderness adventures that last a lifetime*
- Build affinity for the Summit as 4th high-adventure base.
- Provide local councils experiences they can't provide their youth.
- Market the life-changing activities available at the bases.
- Create business plan for each base.
- Implement Summit attendance growth accountability plan.

## 2016 Timeline

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<th>Jan</th>
<th>Feb</th>
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- **Plan refinement**
- **Feedback and metrics defined**
- **Report to board and metrics review**
- **Implementation**
- **Fall recruitment**
- **Implementation**
- **Board approval**
- **Plan launches**
- **Implementation**
- **Fall recruitment and report to officers**
- **National Executive Board update**
- **Measurement**
BSA Strategy Team

www.scouting.org/strategy

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Kristina Lucas — Administrative Support
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