National Boy Scouts of America Council


This report represents National Boy Scouts of America Council's responses to Charting Impact, a joint project of BBB Wise Giving Alliance, GuideStar USA Inc, and Independent Sector. Charting Impact uses five simple yet powerful questions to encourage strategic thinking and help organizations share concise information about their plans and progress toward impact.

<table>
<thead>
<tr>
<th>National Boy Scouts of America Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>1325 W Walnut Hill, Irving, TX</td>
</tr>
<tr>
<td>75038</td>
</tr>
<tr>
<td>972-580-2000</td>
</tr>
<tr>
<td><a href="http://www.scouting.org">www.scouting.org</a></td>
</tr>
</tbody>
</table>

**Mission:**
The Mission of the Boy Scouts of America is to prepare young people to make ethical choices over their lifetime by instilling in them the values of the Scout Oath and Law.

The content of this Charting Impact Report is the sole product and responsibility of National Boy Scouts of America Council. This report does not in any way represent an endorsement from Independent Sector, BBB Wise Giving Alliance, or GuideStar, nor does it represent fulfillment of the BBB Wise Giving Alliance's *Standards for Charity Accountability*. For more information on Charting Impact, visit [www.guidestar.org/chartingimpact](http://www.guidestar.org/chartingimpact)
1. What are we aiming to accomplish?

Mission of the Boy Scouts of America It is the mission of the Boy Scouts of America to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Scout Law. The Scout Oath On my honor, I will do my best to do my duty to God and my Country and to obey the Scout Law; to help other people at all times; to keep myself physically strong, mentally awake, and morally straight. The Scout Law A Scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean, and reverent. Designed Future Statement In Scouting’s second century, we are building the leaders of tomorrow. Scouting’s dynamic and engaging journey beckons to America’s young people. Our exciting programs and outdoor adventures inspire lives of leadership, character, and service. Relevant and adaptive, we are a trusted advocate for youth. Our adult volunteers and employees are widely admired for their leadership excellence. The Boy Scouts of America is strong and financially secure. True to our mission, Scouting reflects our nation in its ethnic diversity, and shapes our nation by developing responsible citizens.

2. What are our strategies for making this happen?

The 284 local councils of the Boy Scouts of America serve over 2.6 Million youth members and their families, through 1,028,521 volunteers and 3,945 career professionals and support personnel. The National Strategic Plan for 2011-2015 outlines seven primary strategic pillars toward advancing the Mission and Vision of the BSA. I. IMPACT & PARTICIPATION: Scouting's programs reach and make a life-changing difference with kids of all backgrounds and communities. II. RESOURCES & FINANCES: The Boy Scouts of America is financially sound at all levels of the organization through a balanced funding model. Funding is not a barrier to providing programs that fulfill our mission. III. BUILDING OUR BRAND: The Boy Scouts of America is known and valued by the people of our nation. Our brand is so recognized and respected that it empowers our members and enables our success. IV. DYNAMIC & RELEVANT PROGRAM: Scouting’s programs are exciting, culturally relevant, and appealing to today's youth; attracting them at an extraordinary rate and retaining them longer. V. INNOVATION & TECHNOLOGY: Scouting uses innovation and technology to support the strategic pillars and to increase the impact and potency of the Scouting movement. All members of Scouting are connected with the right information and technology tools anywhere, anytime, to any device. VI. YOUTH ADVOCACY & STRATEGIC RELATIONSHIPS: The Boy Scouts of America is recognized as an advocate for youth and youth issues. We are known by our members and America's families and communities as a resource for leadership, encouragement, and programs that benefit our country's youth. The strategic relationships of the BSA extend far beyond those with our traditional chartered organizations and keep Scouting relevant and adaptive. LEADERSHIP EXCELLENCE & CULTURE: Scouting’s youth, volunteer leaders, and employees exemplify leadership excellence across all aspects of the movement. The complete 2011-2015 Strategic Plan can be found at http://digital.scouting.org/strategicplan/strategicplan.pdf

3. What are our organization's capabilities for doing this?

The Boy Scouts of America has a 100 year history of collaborating with local community organizations to deliver the Scouting program. Over 100,000 Scouting units (Pack, Troops, Crews and Posts) are owned and operated by local faith based, civic and educational organizations. These units are entirely staffed by over 1 million trained volunteer leaders supported by 284 local councils with nearly 4,000 staff. These local councils provide training, mentoring and administrative support as well as operating hundreds of camp properties the offer year-round and summer resident camping experiences that serve the laboratories for youth members to practice the lessons of leadership. Additionally these local councils and their volunteers provide countless opportunities for youth to learn and implement new skills ranging from basic life skills to Science, Technology, Engineering and Math (STEM) that may well be the basis for a lifelong passion.
4. How will we know if we're making progress?

As noted above, the goals listed in Question 2 are the top level goals excerpted from the complete strategic plan available at http://digital.scouting.org/strategicplan/strategicplan.pdf The BSA has established numerous methods to determine if we are achieving the goals set forth in the plan. Journey to Excellence criteria have been established at all levels of the organization from the Unit to the National Organization. These criteria are reported and monitored at monthly, quarterly and annually to ensure that key elements of the Strategic Plan are being implemented throughout the organization. In an effort to determine customer satisfaction the BSA is employing a tested for-profit sector strategy to gather information from various sectors of our constituency. Since 2011 the BSA has conducted semi-annual customer satisfaction survey call Voice of the Scout. Over 800,000 surveys are sent out with over 100,000 responses received. Survey segments include Cub Scout age (7-10) and Boy Scout age (11-17) youth members (surveyed indirectly through their parents); Parents of Cub Scouts and Boy Scouts; Youth-facing volunteers; Council and District volunteers and Chartered Organizations. Survey results are used to determine trends that include the effectiveness of the program for youth, effectiveness of communication and adult leader training. These survey questions drive loyalty responses and a Net Promoter Score for each segment. These feedback methodologies are instrumental in helping determine if the strategic plan is being implemented effectively and if the implementation is achieving the desired future state for the organization.

5. What have and haven't we accomplished so far?

**IMPACT & PARTICIPATION**
Newly defined success using a balanced scorecard approach Developed and introduced a new recognition system for measuring performance directly to the KPI's Developed new unit assessment tools for that focus on KPI's Developed and delivered an effective tool to measure ethnic and other demographics of current and future youth served Developed and introduced a unit health measurement to assess a unit's SWOP to long-term viability

**RESOURCES & FINANCES**
Piloted and delivered a useful model for exploiting economies of scale and/or the use of shared services Developed operating performance guidelines, to help management develop and evaluate council business plan performance

**BUILDING OUR BRAND**
Completed a three-year, youth-targeted media campaign that has improved youth awareness of and attitudes toward Scouting Tougher Than a Boy Scout aired on the National Geographic channel Working with outside organizations and leveraging partnerships Trained volunteer marketing chairs in all levels Developed consistent, relevant, and appropriately branded messages for multicultural markets

**DYNAMIC & RELEVANT PROGRAM**
Changed our programs to reflect the findings of a thorough program review and assessment Introduces an easily accessible, internet-based resource center from which people can learn and contribute Completing a market based analysis tool to evaluate outdoor programs

**INNOVATION & TECHNOLOGY**
Created an affordable technology road map Engaged volunteers and supporters by building an open-source initiative to create technological tools and services Established processes so that the National Council has up-to-date digital contact information for all constituents Started an innovation grant program to enable employees or volunteers to experiment with ways to achieve the BSA's designed future

**YOUTH ADVOCACY & STRATEGIC RELATIONSHIPS**
Developed working relationships with 10 leading national experts and/or organizations in the youth advocacy field Launched a national multiyear health and wellness campaign Established alliances with both the Cleveland Clinic and Child Obesity 180, Developed a youth advisory council to provide the youth voice on National committees, task forces, and youth-lead conferences We have recognize local councils that represent best practices in building and sustaining strategic partner relationships

**LEADERSHIP EXCELLENCE & CULTURE**
Developed and delivered a joint training resource featuring best practices for top leaders Each council has conducted an annual orientation for new board members Altered BSA professional employee personnel evaluations, development, and recognitions to include ethnic membership diversification as a key metric for each council Implemented an employee development support structure