

**Scouting's Journey to Excellence**  
**2016 Council Planning, Performance, and Recognition**

Item	Objective	Bronze Level	Silver Level	Gold Level	Bronze Points	Silver Points	Gold Points
<b>Finance</b>		<b>Category Total Needed for Overall Gold: 200</b>			<b>Total Possible: 600</b>		
#1	<b>Fiscal management:</b> Maintain positive unrestricted net assets in the Operating Fund to support annual operating expenses.	Positive unrestricted operating net assets or increase 2% (surplus plus/minus transfers) over expenses	.08 ratio, or positive and increase 2% (surplus plus/minus transfers) over expenses	.25 ratio, or .08 and increase 2% (surplus plus/minus transfers) over expenses	100	200	300
#2	<b>Fundraising:</b> Increase council-generated net contributions in the Operating Fund over prior years.	Greater than or equal to prior three year average	3% growth over prior three year average	10% growth over prior three year average	75	100	200
#3	<b>Endowment:</b> Add new permanently restricted gifts to the Endowment Fund, while increasing its ability to support operations.	New endowment gifts of at least 0.5% of expenses or \$10,000, whichever is less	New endowment gifts of at least 1% of expenses	New endowment gifts of at least 5% of expenses; or achieve Silver, plus endowment net assets equal three times operating expenses	25	50	100
<b>Membership</b>		<b>Category Total Needed for Overall Gold: 275</b>			<b>Total Possible: 800</b>		
#4	<b>Community impact:</b> Increase market share, including members (Cub Scouts, Boy Scouts/Varsity Scouts, Venturers, Explorers) and Learning for Life participants.	6% density or 1% growth in density (i.e. 5.00% to 5.05%)	9% density, or 6% and 1% growth in density	15% density, or 9% and 1% growth in density	100	200	300
#5	<b>Membership/youth growth:</b> Increase number of registered youth (Cub Scouts, Boy Scouts/ Varsity Scouts, Venturers and Explorers).	Greater than prior year	1% growth over prior year	2% growth over prior year	100	200	300
#6	<b>Youth retention:</b> Improve retention rate of traditional members.	65% retention or 2 percentage points increase (i.e. 58%-60%)	72% retention, or 65% and 2 percentage points increase	78% retention, or 72% and 2 percentage points increase	75	100	200
<b>Program</b>		<b>Category Total Needed for Overall Gold: 125</b>			<b>Total Possible: 500</b>		
#7	<b>Cub Scout advancement:</b> Increase the percentage of Cub Scouts earning rank advancements.	50% or 2 percentage points increase (i.e. 28%-30%)	61%, or 50% and 2 percentage points increase	75%, or 61% and 2 percentage points increase	25	50	100
#8	<b>Boy Scout advancement:</b> Increase the percentage of Boy Scouts and Varsity Scouts earning rank advancements.	44% or 2 percentage points increase (i.e. 30%-32%)	50%, or 44% and 2 percentage points increase	55%, or 50% and 2 percentage points increase	25	50	100
#9	<b>Cub Scout camping:</b> Increase the percentage of Cub Scouts attending day camp, family camp, and/or resident camp.	36% or 2 percentage points increase (i.e. 18%-20%)	55%, or 36% and 2 percentage points increase	90%, or 55% and 2 percentage points increase	25	50	100
#10	<b>Boy Scout camping:</b> Increase the percentage of Boy Scouts and Varsity Scouts attending long-term camp and high-adventure program.	55% or 2 percentage points increase (i.e. 38%-40%)	65%, or 55% and 2 percentage points increase	80%, or 65% and 2 percentage points increase	25	50	100
#11	<b>Community service:</b> Increase the amount of community service provided by Scouts, Explorers, leaders, and other participants.	Average 3 hours per youth member or .2 hour growth (i.e. 1.8 to 2.0)	Average 5 hours per youth member, or 3 hours and .2 hour growth	Average 7 hours per youth member, or 5 hours and .2 hour growth	25	50	100
<b>Unit Service</b>		<b>Category Total Needed for Overall Gold: 175</b>			<b>Total Possible: 600</b>		
#12	<b>Youth-serving executives:</b> Maintain or improve ratio of youth-serving executives to total available youth.	1 YSE per 22,000 TAY or increase of 1 YSE over prior year mode	1 YSE per 14,000 TAY	1 YSE per 8,000 TAY	100	200	300
#13	<b>Unit retention:</b> Improve retention rate of traditional units.	86% retention or 2 percentage points increase (i.e. 80%-82%)	90% retention	94% retention	25	50	100
#14	<b>Unit contacts:</b> Support implementation of the Unit Service Plan through detailed assessments and an increased number of significant unit contacts.	10% of units have 6 total assessments recorded in Commissioner Tools of which one should be a detailed assessment.	20% of units have 6 total assessments recorded in Commissioner Tools of which one should be a detailed assessment.	35% of units have 6 total assessments recorded in Commissioner Tools of which one should be a detailed assessment.	25	50	100
#15	<b>Voice of the Scout:</b> Actively participate in the program and improve the Net Promoter Score on constituent surveys.	Achieve a Net Promoter Score* (NPS) of 40 from the council/district volunteers segment.	Achieve a Net Promoter Score* (NPS) of 50 from the council/district volunteers segment, and have a 20% response rate from the segment.	Achieve a Net Promoter Score* (NPS) of 60 from the council/district volunteers segment, and have a 20% response rate from the segment.	25	50	100
<b>Leadership and Governance</b>		<b>Category Total Needed for Overall Gold: 150</b>			<b>Total Possible: 500</b>		
#16	<b>Council leadership:</b> Have an active strategic plan with an engaged executive board.	Council has a current strategic plan that is used to establish the annual operational plan and budget. Board adopts specific goals to improve five targeted JTE criteria.	Achieve bronze requirements, plus show improvement in three of the five targeted JTE criteria.	Achieve bronze requirements, plus show improvement in four of the five targeted JTE criteria.	100	200	300
#17	<b>District leadership:</b> Increase the number of volunteers serving on district committees.	Average of 12 per district or increase average by two persons per district	Average of 20, or average of 12 and increase average by two persons per district	Average of 33, or average of 20 and increase average by two persons per district	25	50	100
#18	<b>Unit leadership:</b> Increase the number of direct contact leaders who are trained.	34% or 2 percentage points increase (i.e. 22%-24%)	42%, or 34% and 2 percentage points increase	60%, or 42% and 2 percentage points increase	25	50	100

**Scoring: Gold- Total of 1,650 total points plus minimums in every category, Silver- Total of 1,350 points, Bronze- Total of 1,000 points**

# **Scouting's Journey to Excellence**

## **2016 Council Planning, Performance, and Recognition**

Journey to Excellence in 2016 will proceed along the path of **continuous improvement**. It is based on many of the best practices used in the corporate performance measurement field today. It guides program planning before the year begins, monitors activities for continuous improvement during the year, and recognizes performance at the end of the year. In planning your strategy, use actual numbers from the previous years to guide your performance improvement goal-planning. The council may qualify by meeting either determined or performance improvement standards.

Finance Measures	
1	Unrestricted net assets (Operating Fund) as of 12/31/16, divided by total expenses (Operating Fund) as of 12/31/16, and measured on 1/31/17.
2	Total of current and reclassified contributions in the Operating Fund, including FOS, project sales, net special events, foundations and trusts, and other direct support accounts (except legacies and bequests) as of 12/31/16 (A), and measured on 1/31/17, minus the average of same contributions accounts for the years of 2013-2015 (B), divided by the same prior three years' average (B). (A-B)/B
3	Endowment gifts are the total of current permanently restricted contributions recorded in the Endowment Fund during 2016 calendar year, divided by total expenses (Operating Fund) as of 12/31/16, and measured on 1/31/17. Endowment net assets include total of unrestricted, temporarily restricted, and permanently restricted as of 12/31/16, and measured on 1/31/17.
Membership Measures	
4	Total Lone Cub Scouts, Cub Scouts, Lone Boy Scouts, Boy Scouts, Varsity Scouts, Venturers, Sea Scouts, Explorers, and Learning for Life participants on 12/31/16, divided by total available youth (TAY).
5	Difference between 12/31/16 total of Lone Cub Scouts, Cub Scouts, Lone Boy Scouts, Boy Scouts, Varsity Scouts, Venturers, Sea Scouts, and Explorers and 12/31/15 total of same membership categories, divided by 12/31/15 total of same membership categories.
6	Percent of traditional youth (Lone Cub Scouts, Cub Scouts, Lone Boy Scouts, Boy Scouts, Varsity Scouts, Venturers, and Sea Scouts) remaining registered after one year (12/31/15 to 12/31/16), including all transfers. Youth who turn 18 within the year are not included in the calculations.
Program Measures	
7	Total number of Cub Scouts advancing at least one rank (Bobcat - Arrow of Light) on 12/31/16, divided by total Cub Scouts on 12/31/16.
8	Total number of Boy Scouts advancing at least one rank (Scout - Eagle) on 12/31/16, divided by total Boy Scouts/Varsity Scouts on 12/31/16.
9	Council Cub Scouts attending any in-council/out-of-council day camp (including STEM), resident camp, or family camp during the period of 9/1/15 through 8/31/16, divided by Cub Scout membership on 6/30/16.
10	Council Boy Scouts/Varsity Scouts attending any in-council/out-of-council long-term summer camp, high-adventure experience, jamboree, specialty camp (such as STEM), or serving on camp staff during the period on 9/1/15 through 8/31/16, divided by Boy Scout/Varsity Scout membership on 6/30/16.
11	Total service hours by Scouts, leaders, and other participants recorded on Journey To Excellence Service Hours website on 12/31/16, divided by registered youth (Cub Scouts, Boy Scouts, Varsity Scouts, Venturers, Sea Scouts, and Explorers) on 12/31/16.
Unit Service Measures	
12	Total available youth population divided by the typical count (monthly modal average) of youth-serving executives (LFL-certified executives plus unit-serving executives) employed during 2016. Part-time executives in approved positions are included.
13	Percent of traditional units (packs, troops, teams, crews, and ships) remaining registered after one year (12/31/15 to 12/31/16).
14	Number of unique units receiving six or more assessments of which one should be a detailed assessment, as recorded in Commissioner Tools during 2016, divided by total number of traditional units on 12/31/16.
15	The Net Promoter Score* for the Voice of Scout surveys will be determined for all respondents to the council/district segment for the most recent survey. Response rates will be determined by dividing respondents by total number of surveys successfully distributed for this segment. Responses to other segments will not be a factor for Journey to Excellence.  <i>*The Net Promoter is a registered trademark of Satmetrix, Bain &amp; Company, and Fred Reichheld.</i>
Leadership & Governance Measures	
16	It is recommended that the council engage with the BSA Strategic Performance Office in developing its strategic plan and utilizing the tools available. Bronze: Council has a strategic plan that expires on or after 12/31/16. The executive board uses it as the basis for an annual operational plan, selecting 5 of the 17 other JTE criteria for improvement during 2016. The selection of five targeted criteria is accepted by the Area and submitted by 2/28/16. Silver: Achieve growth (improved percentage, not necessary to have more points) in three of the five targeted criteria. Gold: Achieve growth in four of five targeted criteria.
17	Total of district committee members, including District chairmen (61), District vice chairmen (62), Neighborhood chairmen (64), District members-at-large (75), and District commissioners (81) on 12/31/16, divided by the number of districts containing traditional units on 12/31/16. A person will be counted only once, even if registered in more than one position.
18	Number of Cubmasters (CM), Tiger Cub den leaders (TL), Den leaders (DL), Webelos den leaders (WL), Scoutmasters (SM), Leaders of 11-year old Scouts- LDS (10), Varsity Scout coaches (VC), Crew advisors (NL), and Skippers (SK), paid or multiple registration, completing essential training requirements for their position by 12/31/16, divided by total number in the positions listed above on 12/31/16.

**Scoring the council's performance:** To determine the council's performance level, the National Council will use the above information to measure the points earned for each of the 18 individual criteria and then add those individual point scores to determine a composite score. Bronze level requires earning **1,000** points, Silver level requires earning **1,350** points and Gold level requires earning **1,650** points (and stated minimum point totals in each of the five categories). Bonus points may be offered and added to the total score, but will not be included in any category.

