

**Scouting's Journey to Excellence**  
**2017 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 or minus transfers) over expenses	.08 ratio, or positive and increase 2% (surplus plus or minus transfers) over expenses	.25 ratio, or .08 and increase 2% (surplus plus or 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, Sea Scouts, Explorers, pilot programs) 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, Sea Scouts, pilot program members, and Explorers.)	Greater than prior year	1% growth over prior year	3% growth over prior year	75	100	200	
#6	<b>New member recruiting:</b> Increase number of new youth recruited (Cub Scouts, Boy Scouts, Varsity Scouts, Venturers, Sea Scouts, pilot program members, and Explorers.)	New Cub Scouts joining represent at least 4% of TAY or increase in recruiting new Cub Scouts by 1%	Achieve bronze, plus have an increase in new Boy Scouts/Varsity Scouts <u>or</u> an increase in new young adults (Venturers/Sea Scouts/Explorers)	Achieve bronze, plus have an increase in new Boy Scouts/Varsity Scouts <u>and</u> an increase in new young adults (Venturers/Sea Scouts/Explorers)	50	100	150	
#7	<b>Youth retention:</b> Improve retention rate of Cub Scouts, Boy Scouts, Varsity Scouts, Venturers, and Sea Scouts.	67% retention or 2 percentage points increase (i.e. 58%-60%)	75% retention, or 67% and 2 percentage points increase	80% retention, or 75% and 2 percentage points increase	50	100	150	
<b>Program</b>					<b>Category Total Needed for Overall Gold: 125</b>			<b>Total Possible: 500</b>
#8	<b>Cub Scout advancement:</b> Increase the percentage of Cub Scouts earning rank advancements.	50% or 2 percentage points increase (i.e. 35%-37%)	61%, or 50% and 2 percentage points increase	75%, or 61% and 2 percentage points increase	25	50	100	
#9	<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. 35%-37%)	50%, or 44% and 2 percentage points increase	55%, or 50% and 2 percentage points increase	25	50	100	
#10	<b>Cub Scout camping:</b> Increase the percentage of Cub Scouts attending day camp, family camp, and/or resident camp.	37% or 2 percentage points increase (i.e. 28%-30%)	58%, or 37% and 2 percentage points increase	90%, or 58% and 2 percentage points increase	25	50	100	
#11	<b>Boy Scout camping:</b> Increase the percentage of Boy Scouts and Varsity Scouts attending long-term camp and high-adventure program.	57% or 2 percentage points increase (i.e. 38%-40%)	67%, or 57% and 2 percentage points increase	80%, or 67% and 2 percentage points increase	25	50	100	
#12	<b>Community service:</b> Increase the amount of community service provided by Scouts, Explorers, leaders, and other participants.	Average 4 hours per youth member or .2 hour growth (i.e. 2.8 to 3.0)	Average 5 hours per youth member, or 4 hours and .2 hour growth	Average 8 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: 200</b>			<b>Total Possible: 600</b>
#13	<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	
#14	<b>Unit retention/growth:</b> Improve retention rate of packs, troops, teams, crews, ships, clubs, and posts, while organizing new units for growth.	89% retention, or maintain retention rate and have an increase in the number of new units.	92% retention, or 89% and have an increase in the number of new units.	95% retention, or 92% and have an increase in the number of new units.	75	100	200	
#15	<b>Unit contacts:</b> Support implementation of the Unit Service Plan through detailed assessments and an increased number of significant unit contacts to packs, troops, teams, crews, ships, clubs, and posts.	10% of units have 6 total assessments recorded in Commissioner Tools.	20% of units have 6 total assessments recorded in Commissioner Tools.	45% of units have 6 total assessments recorded in Commissioner Tools.	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 14 per district or increase average by two persons per district	Average of 21, or average of 14 and increase average by two persons per district	Average of 33, or average of 21 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.	50% or 2 percentage points increase (i.e. 32%-34%)	60%, or 50% and 2 percentage points increase	70%, or 60% 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**

## **2017 Council Planning, Performance, and Recognition**

Journey to Excellence in 2017 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 12/31/17, divided by total expenses (Operating Fund) as of 12/31/17, and measured on 1/31/18. Performance improvement standard is measured by taking the operating surplus, adding transfers into the operating fund, while subtracting transfers out, and dividing the net result by total operating expenses.
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 12/31/17 (A), and measured on 1/31/18, minus the average of same contributions accounts for the years of 2014-2016 (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 2017 calendar year, divided by total expenses (Operating Fund) as of 12/31/17, and measured on 1/31/18. Endowment net assets include total of unrestricted, temporarily restricted, and permanently restricted as of 12/31/17, and measured on 1/31/18.
Membership Measures	
4	Total Lone Cub Scouts, Cub Scouts, Lone Boy Scouts, Boy Scouts, Varsity Scouts, Venturers, Sea Scouts, Explorers, pilot program members, and Learning for Life participants on 12/31/17, divided by total available youth (TAY).
5	Difference between 12/31/17 total of Lone Cub Scouts, Cub Scouts, Lone Boy Scouts, Boy Scouts, Varsity Scouts, Venturers, Sea Scouts, pilot program members, and Explorers and 12/31/16 total of same membership categories, divided by 12/31/16 total of same membership categories.
6	<i>Bronze:</i> Number of new Cub Scouts registered during 2017 divided by total available youth of Cub Scout age OR increase in number of new Cub Scouts registered in 2017 as compared to 2016. <i>Silver/Gold:</i> Increase in number of new Boy Scouts and Varsity Scouts registered in 2017 as compared to 2016. Increase in number of new Venturers, Sea Scouts, and Explorers registered in 2017 as compared to 2016. New members in approved membership pilots will be included in the appropriate age groups.
7	Percent of Lone Cub Scouts, Cub Scouts, Lone Boy Scouts, Boy Scouts, Varsity Scouts, Venturers, and Sea Scouts remaining registered after one year (12/31/16 to 12/31/17), including all transfers. Youth who turn 18 within the year are not included in the calculations.
Program Measures	
8	Total number of Cub Scouts advancing at least one rank (Bobcat - Arrow of Light) during 2017, divided by total Cub Scouts on 12/31/17.
9	Total number of Boy Scouts advancing at least one rank (Scout - Eagle) during 2017, divided by total Boy Scouts/Varsity Scouts on 12/31/17.
10	Council Cub Scouts attending any in-council/out-of-council day camp (including STEM), resident camp, or family camp during the period of 9/1/16 through 8/31/17, divided by Cub Scout membership on 6/30/17.
11	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 9/1/16 through 8/31/17, divided by Boy Scout/Varsity Scout membership on 6/30/17.
12	Total service hours by Scouts, leaders, and other participants recorded on Journey To Excellence Service Hours website on 12/31/17, divided by registered youth (Cub Scouts, Boy Scouts, Varsity Scouts, Venturers, Sea Scouts, and Explorers) on 12/31/17.
Unit Service Measures	
13	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 2017. Part-time executives and others in approved positions are included.
14	Percent of units (packs, troops, teams, crews, ships, clubs, and posts) remaining registered after one year (12/31/16 to 12/31/17). Performance improvement standard is measured by taking the number of new units (packs, troops, teams, crews, ships, clubs, or posts) organized during 2017 and subtracting the number of new units organized during 2016.
15	Number of unique units receiving six or more assessments, as recorded in Commissioner Tools during 2017, divided by total number of packs, troops, teams, crews, ships, clubs, and posts on 12/31/17. Every unit is required to have a detailed health assessment annually.
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. <i>Bronze:</i> Council has a strategic plan that expires on or after 12/31/17. The executive board uses it as the basis for an annual operational plan, selecting 5 of the 17 other JTE criteria for improvement during 2017. The selection of five targeted criteria is accepted by the area and submitted by 2/28/17. <i>Silver:</i> Achieve growth (improved percentage, not necessary to have more points) in three of the five targeted criteria. <i>Gold:</i> 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 12/31/17, divided by the number of districts containing traditional units on 12/31/17. 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 12/31/17, divided by total number in the positions listed above on 12/31/17.

**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.

