

Scouting's Journey to Excellence
2020 Council Planning, Performance, and Recognition

Item	Objective	Bronze Level	Silver Level	Gold Level	Bronze Points	Silver Points	Gold Points		
Finance					Fiscal Management - Bronze Level Needed for Overall Gold			Total Possible:	600
#1★	Fiscal management: 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	Fundraising: 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	Endowment: 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		
Membership					Membership Growth - Bronze Level Needed for Overall Gold			Total Possible:	800
#4★	Membership growth: Increase number of registered youth (Cub Scouts, Scouts BSA, Venturers, Sea Scouts, Explorers, and pilot program members).	Achieve growth in overall membership	Achieve 1% growth in overall membership	Achieve 3% growth in overall membership	100	200	300		
#5	Community impact: Increase market share, including male and female members (Cub Scouts, Scouts BSA, Venturers, Sea Scouts, Explorers, pilot programs) and Learning for Life participants.	3.5% density or 1% growth in density (i.e. 3.00% to 3.03%)	5% density, or 3.5% and 1% growth in density	8% density, or 5% and 2% growth in density	75	100	200		
#6	New member recruiting: Increase number of new youth recruited.	New Cub Scouts joining represent at least 3% of TAY or increase in recruiting new Cub Scouts and Scouts BSA by 1%	New Cub Scouts joining represent at least 5% of TAY or increase in recruiting new Cub Scouts and Scouts BSA by 3%	New Cub Scouts joining represent at least 8% of TAY or increase in recruiting new Cub Scouts and Scouts BSA by 5%	50	100	150		
#7	Membership inclusion: Serve a diverse representation of the population in the council's territory.	Achieve diversity with inclusive membership at least 45% of the general population level	Achieve diversity with inclusive membership at least 60% of the general population level	Achieve diversity with inclusive membership at least 75% of the general population level	50	100	150		
Program					Youth Retention - Bronze Level Needed for Overall Gold			Total Possible:	700
#8★	Youth retention: Improve retention rate of Cub Scouts, Scouts BSA, 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	75	100	200		
#9	Cub Scout advancement: Increase the percentage of Cub Scouts earning rank advancements.	48% or 2 percentage points increase (i.e. 35%-37%)	60%, or 48% and 2 percentage points increase	70%, or 60% and 2 percentage points increase	25	50	100		
#10	Scouts BSA advancement: Increase the percentage of Scouts BSA 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		
#11	Cub Scout camping: Increase the percentage of Cub Scouts attending day camp, family camp, and/or resident camp.	40% or 2 percentage points increase (i.e. 28%-30%)	60%, or 40% and 2 percentage points increase	90%, or 60% and 2 percentage points increase	25	50	100		
#12	Scouts BSA camping: Increase the percentage of Scouts BSA attending long-term camp and high-adventure programs.	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		
#13	Community service: 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		
Unit Service					Unit Growth/Retention - Bronze Level Needed for Overall Gold			Total Possible:	500
#14★	Unit growth/retention: Organize more new units while retaining existing packs, troops, crews, ships, clubs, and posts.	Increase the number of new units organized or retain at least 90% of non-LDS units	Increase the number of new units organized and retain at least 90% of non-LDS units	Increase the number of new units organized by 10% and retain at least 90% of non-LDS	75	100	200		
#15	Youth-serving executives: Maintain or improve ratio of youth-serving executives to target age youth.	1 YSE per 38,000 TAY or increase of 1 YSE over prior year mode	1 YSE per 24,000 TAY	1 YSE per 15,000 TAY	75	100	200		
#16	Unit contacts: Support implementation of the Unit Service Plan through detailed assessments and an increased number of unit contacts to packs, troops, crews, ships, clubs, and posts.	10% of units have 6 total assessments, including one detailed assessment recorded in Commissioner Tools	25% of units have 6 total assessments, including one detailed assessment recorded in Commissioner Tools	45% of units have 6 total assessments, including one detailed assessment recorded in Commissioner Tools	25	50	100		
Leadership and Governance					Council Leadership - Bronze Level Needed for Overall Gold			Total Possible:	400
#17★	Engaged council leadership: Council has an inclusive/diverse executive board engaged in effective council governance.	(1) Have a current strategic plan and a written strategy addressing inclusion/diversity AND (2) All board members are registered with the BSA and meet minimums in the bylaws	Achieve bronze requirements, plus recruit three new executive board members with diverse backgrounds	Achieve silver requirements, plus have at least 35% of the board members being of diverse backgrounds	100	200	300		
#18	Trained unit leadership: 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	75%, or 60% and 2 percentage points increase	25	50	100		

Scoring: Gold- Total of 1,650 total points plus at least bronze in ★ key metrics in every category, Silver- Total of 1,350 points, Bronze- Total of 1,000 points

Scouting's Journey to Excellence

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Journey to Excellence in 2020 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 (without donor restrictions) net assets (Operating Fund) as of 12/31/20, divided by total expenses (Operating Fund) as of 12/31/20, and measured on 1/31/21. 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. The council must complete a December transmittal for JTE by 1/31/21 in order for the finance results to be counted.
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 12/31/20 (A), and measured on 1/31/21, minus the average of same contributions accounts for the years of 2017-2019 (B), divided by the same prior three-years' average (B). (A-B)/B
3	Endowment gifts are the total of current permanently restricted (perpetual donor restrictions) contributions recorded in the Endowment Fund for the 2020 calendar year, divided by total expenses (Operating Fund) as of 12/31/20, and measured on 1/31/21. Endowment net assets include total of those with or without donor restrictions as of 12/31/20, and measured on 1/31/21.
Membership Measures	
4 ★	Difference between 12/31/20 total of Cub Scouts, Scouts BSA, Venturers, Sea Scouts, STEM Scouts, and Explorers and 12/31/19 total of same membership, expressed as a percent.
5	Total Cub Scouts, Scouts BSA, Venturers, Sea Scouts, Explorers, pilot program members, and Learning for Life participants on 12/31/20, divided by target age youth (TAY). TAY includes boys and girls ages 5-16 (grades K-11.)
6	<i>Bronze:</i> Number of new Cub Scouts registered during 2020 divided by Target Age Youth of Cub Scout age OR increase in number of new Cub Scouts and Scouts BSA by 1% registered in 2020 as compared to 2019. <i>Silver:</i> New Cub Scouts at 5% of TAY OR increase recruiting of Cub Scouts and Scouts BSA by 3%. <i>Gold:</i> New Cub Scouts at 8% of TAY OR increase recruiting of Cub Scouts and Scouts BSA by 5%.
7	Inclusion is measured by how well the council serves populations in varied ethnicities. The council's total market share of minority ethnicities (defined by the US census Bureau) is compared to the market share of the council in serving the US majority. Serving these minority ethnicities at the same rate would be 100% but could be greater than 100% if this market share is greater than that of the majority. The metric is based upon this percent comparison. <i>Example: If the market share of the varied minority ethnicities is 6.0% and that of white-non Hispanic is 10.0% then the comparative rate is 60%.</i>
Program Measures	
8 ★	Percent of Cub Scouts, Scouts BSA, Venturers, and Sea Scouts remaining registered after one year (12/31/19 to 12/31/20), including all transfers. Youth who turn 18 within the year are not included in the calculations.
9	Total number of Cub Scouts advancing at least one rank (Bobcat - Arrow of Light) during 2020, divided by total Cub Scouts on 12/31/20.
10	Total number of Scouts BSA advancing at least one rank (Scout - Eagle) during 2020, divided by total Scouts BSA on 12/31/20.
11	Council Cub Scouts attending any in-council/out-of-council day camp (including STEM), twilight camp, resident camp, or family camp during the period of 9/1/19 through 8/31/20, divided by Cub Scout membership on 6/30/20.
12	Council Scouts BSA 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 of 9/1/19 through 8/31/20, divided by Scouts BSA membership on 6/30/20.
13	Total service hours by Scouts, leaders, and other participants recorded on Service Hours website or through Scoutbook on 12/31/20, divided by registered youth (Cub Scouts, Scouts BSA, Venturers, Sea Scouts, and Explorers) on 12/31/20.
Unit Service Measures	
14 ★	New Units are measured by taking the number of new ones (packs, troops, crews, ships, clubs, labs or posts) organized during 2020 as percentage increase/decrease over new units organized during 2019. Retention is the percent of units (packs, troops, crews, ships, clubs, labs, and posts) remaining registered after one year. During 2020, units that were chartered to the Church of Jesus Christ of Latter-day Saints will not be included.
15	Target age youth population divided by the typical count (monthly modal average) of youth-serving executives (including LFL and Exploring unit-serving executives) employed during 2020. Part-time executives and others in positions primarily serving units are included.
16	Number of unique units receiving six or more assessments, as recorded in Commissioner Tools during 2019, divided by total number of packs, troops, crews, ships, clubs, and posts on 12/31/20. Every unit is required to have a detailed health assessment annually, and it must be recorded in Commissioner Tools in order to be counted. STEM labs are not included in these calculations.
Leadership & Governance Measures	
17 ★	<i>Bronze:</i> Council has submitted its current strategic plan that expires on or after 12/31/20. The executive board has a written plan to increase inclusion/diversity and uses its strategic plan to drive its annual priorities. Board members are registered with the BSA to meet the minimum number of regular members in the council's bylaws (usually 25.) <i>Silver:</i> Bronze, plus recruit and register at least 3 new board members who are less than 45 years of age, female, or from a diverse ethnic background. <i>Gold:</i> Silver, plus have at least 35% of board members meeting diversity standards of age, gender, or ethnic background.
18	Number of Cubmasters (CM), Tiger Cub den leaders (TL), Den leaders (DL), Webelos den leaders (WL), Scoutmasters (SM), Crew advisors (NL), and Skippers (SK), paid or multiple registration, completing essential training requirements for their position by 12/31/20 divided by total number in the positions listed above on 12/31/20. Club, lab, and post advisors are not included in the calculations.

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 achieving at least bronze in key items marked with a star ★).

