

## **Journey to Excellence: a path of continuous improvement**

Name:

Role in the lodge:

### **The requirements**

#### **Finance**

1. Fiscal management: Develop and successfully execute a lodge annual budget.
  - a. Bronze: Follow budget approved by LEC.
  - b. Silver: Operate in the black.
  - c. Gold: Close year with a larger balance than projected.
2. Contribution to council: Contribute cash, materials, or both to the council.
  - a. Bronze: Contribute an average of \$3.50 per member.
  - b. Silver: Contribute an average of \$7.00 per member.
  - c. Gold: Contribute an average of \$21 per member.

#### **Membership**

3. Membership impact: Experience positive growth in membership over the previous year.
  - a. Bronze: Grow membership by at least 1.
  - b. Silver: Grow membership by at least 1%.
  - c. Gold: Grow membership by at least 16%.
4. Membership retention: Improve retention rate of lodge members.
  - a. Bronze: Achieve 67% or a 4% increase over prior year.
  - b. Silver: Achieve 76% or a 4% increase over 69%.
  - c. Gold: Achieve 84% or a 5% increase over 76%.
5. Unit elections: Conduct unit elections in all troops and teams within the council.
  - a. Bronze: Complete unit elections in 34% of units.
  - b. Silver: Complete unit elections in 60% of units.
  - c. Gold: Complete unit elections in 100% of units.
6. Ordeal completion: Induct Ordeal candidates.
  - a. Bronze: Induct at least 64% of Ordeal candidates or increase 5% over prior year.
  - b. Silver: Induct at least 76% of Ordeal candidates or increase 5% over 64%.
  - c. Gold: Induct at least 98% of Ordeal candidates.

% inducted = Number of Ordeal candidates / number of candidates

#### **Program**

7. Lodge event participation: Improve lodge membership participation at full lodge events.
  - a. Bronze: Average at least 13% of lodge membership at all lodge-wide events.

- b. Silver: Average at least 20% of lodge membership at all lodge-wide events.
  - c. Gold: Average at least 34% of lodge membership at all lodge-wide events.
- 8. Brotherhood completion: Convert eligible Ordeal members to Brotherhood.
  - a. Bronze: Convert at least 25% of 5% increase over prior year.
  - b. Silver: Convert at least 32% or 3% increase over 25%.
  - c. Gold: Convert at least 49% or 3% increase over 32%.
- 9. Service projects: Complete Scout executive approved service project(s) on council property and in the community.
  - a. Bronze: Complete project(s) equal to at least 3 hours of service per lodge member.
  - b. Silver: Complete project(s) equal to at least 5 hours of service per lodge member.
  - c. Gold: Complete project(s) equal to at least 14 hours of service per lodge member.
- 10. Section and nation event attendance: Attend section and national events.
  - a. Bronze: Set and achieve a lodge attendance goal at scheduled section & national events.
  - b. Silver: Exceed the lodge attendance goal by 10%.
  - c. Gold: Exceed the lodge attendance goal by 20%.

### **Unit Service**

- 11. Unit visitation: Conduct an in-person visit to every troop or team in the council. Visits must happen at a unit meeting or event, and be conducted by Arrowmen from another unit.
  - a. Bronze: In-person visits conducted with 31% of units.
  - b. Silver: In-person visits conducted with 60% of units.
  - c. Gold: In-person visits conducted with 100% of units.
- 12. Unit of Excellence Award: Assist troops and teams in the council to earn the OA Unit of Excellence Award.
  - a. Bronze: Award earned by 10% of units in the council.
  - b. Silver: Award earned by 25% of units in the council.
  - c. Gold: Award earned by 50% of units in the council.

### **Council Support**

- 13. Council designated support: Key 3 meets with Scout executive and lodge completes agreed upon projects.
  - a. Bronze: Complete one project.
  - b. Silver: Complete two projects.
  - c. Gold: Complete three projects.
- 14. Council program support: Provide OA member staff support for council and district program events.
  - a. Bronze: Support 2 council or district events.
  - b. Silver: Support 3 council or district events.
  - c. Gold: Support 5 council or district events.

15. Council camping support: Conduct camp promotion contacts to council troops and teams.
  - a. Bronze: Complete contacts to at least 75% of units or 3% increase over prior year.
  - b. Silver: Complete contacts to at least 80% of units or a 3% increase over 75%.
  - c. Gold: Complete contacts to at least 85% of units or a 3% increase over 80%.

**Leadership and Governance**

16. Leadership development: Conduct at least one LLD during the year with qualified instructors using current material.
  - a. Bronze: Achieve at least 56% of LEC members trained or 3% increase over prior year.
  - b. Silver: Achieve at least 83% of LEC members trained or 3% over 66%.
  - c. Gold: Achieve 100% of LEC members trained or 3% over 83%.
17. Planning and reporting: Submit a written performance plan and annual report of accomplishments to the Scout executive and council board.
  - a. Bronze: Submit a written annual lodge performance plan to the Scout Executive.
  - b. Silver: Submit a written annual report to the council executive board.
  - c. Gold: Verbal annual report given to the council executive board by the lodge chief.

**The eight key metrics**

Review the eight key metrics and calculate each for your lodge. Bring this worksheet to the next LEC to discuss how to improve in these areas. Tips are provided below.

**Density**

The percentage of eligible OA members in the council reflected on that year’s membership.

$$\frac{\textit{registered OA members}}{\textit{Boy Scout youth + eligible adults}}$$

Your lodge’s density = \_\_\_\_\_

What kind of “marketing” strategies does your lodge use to become known within the council?

Does your lodge participate in council events?

**Retention**

It's a measurement of how many Arrowmen from the previous year the lodge held onto in a given year. It's the most important element to positive membership growth in a lodge.

$$\frac{\textit{current year's membership - inductions}}{\textit{previous year's membership}}$$

Your lodge's retention = \_\_\_\_\_

How does your lodge actively involve all new members?

**Support per member**

Total financial contributions divided by the number of members.

$$\frac{\textit{financial contributions}}{\textit{membership}}$$

Your lodge's support per member = \_\_\_\_\_

**Units Requesting**

The percentage of units in the council requesting an OA election.

$$\frac{\textit{units requesting an election}}{\textit{total number of units in council}}$$

Your lodge's election completion = \_\_\_\_\_

**Induction rate**

It evaluates how many potential members the lodge "left on the table" in any given year.

$$\frac{\textit{ordeal inductions}}{\textit{candidates elected}}$$

Your lodge's induction rate = \_\_\_\_\_

How does your lodge communicate with those elected?

What is the incentive/draw for Scouts to become members of the Order?

**Brotherhood conversion**

The number of eligible candidates converted to Brotherhood.

$$\frac{\textit{Brotherhood conversions}}{\textit{Ordeal members} - \textit{Ordeal inductions} + \textit{Brotherhood conversions}}$$

Your lodge's Brotherhood conversion rate = \_\_\_\_\_

Does your lodge keep in touch with newly inducted members?

What are the incentives for becoming a Brotherhood member?

**Service hours per member**

The lodge's total service hours divided by membership.

$$\frac{\textit{service hours}}{\textit{lodge membership}}$$

Your lodge's service hours per member = \_\_\_\_\_

**Event participation**

The percentage of the lodge membership that attends the average event during the course of the year divided by the total lodge membership.

$$\frac{\textit{average event participation}}{\textit{lodge membership}}$$

Your lodge's event participation = \_\_\_\_\_

## Tips

1. Density: The amount of eligible people who are active in the OA.

This is a problem in many lodges who cannot seem to reach or peak the interest of Scouts/Scouters. Here are a few tips...

- ✓ Advertise the Order of the Arrow's fun activities without revealing sensitive information
- ✓ Show the benefits of being a member
- ✓ Do Cub Scout crossover ceremonies
- ✓ Have a presence at ALL council events
- ✓ Build up the OATR program

2. Contribution to council: Contribute cash, materials, or both to the council. Lodges all over the country serve their councils monetarily and with labor. Here are a few tips to help lodges contribute more...

Monetarily:

- ✓ Give a percentage of auction profit.
- ✓ Zero-out account at year-end (except funds to pull through to next large expense).
- ✓ Give a portion of an event fee to the council.
- ✓ Produce a fundraiser patch.
- ✓ Allow council to make a lodge flap as part of a fundraiser set.

Materials:

- ✓ Donate materials to a council auction.
- ✓ Give materials for a council improvement project.

Service:

- ✓ All service given to council properties and at council events counts as a gift to the council.

3. Membership retention: Improve retention rate of lodge members.

Keep members excited using the following tips:

- ✓ Don't do the same, old, boring activities. Change up the fellowship with a pig roast. Have a campfire show after the cracker barrel following the ceremonies.
- ✓ Make a patch. Use it as an incentive for being an Elangomat, volunteering, etc.
- ✓ Host a free event- everyone loves free and it doesn't have to be expensive.

4. Unit elections: Conduct unit elections in all troops and teams within the council.

Start a unit elections committee at the lodge and chapter levels. The committee will be responsible for:

- ✓ Contacting units and scheduling elections.

- ✓ Making sure those elected show up for the induction weekend/ordeal.
- ✓ Getting the rest of the unit excited about the Order and all of its opportunities.
- ✓ Producing a script/agenda that every election should follow.
- ✓ Reporting election results to appropriate parties.

When choosing chairmen for these positions, choose someone who is comfortable talking in front of groups. This person should be well-versed and should know the territory as well as understand the group to whom he is speaking. There is also a unit elections video available on the national website for use in unit elections.

#### 5. Ordeal completion: Induct Ordeal candidates.

Sometimes getting elected is the easy part about the Order of the Arrow. The key to positive membership growth is getting those elected candidates inducted. Here are a few tips:

- ✓ Make everything exciting! No one wants to come to a boring event with boring people.
- ✓ Host a new member orientation for new members *only*. Try inviting parents to show them the value of the program (they'll most likely be driving their son to events). Make it free for all new members and parents.
- ✓ Have a new-members information package for the events for the year.
- ✓ Offer a ticket for so many events in a year at a flat rate. When they check-in to the event, hole-punch one of the event "credits".

#### 6. Lodge event participation: Improve lodge membership participation at full lodge events.

Membership is more than just paying dues, it also means being actively involved and contributing. Making the events exciting can help get members to show up.

- ✓ Do something new at the events! For example, a pig roast is a great banquet meal.
- ✓ New activities like manhunt, Risk games, Jeopardy, trainings, and even video games could spice up the event.
- ✓ Themed events don't have to have a scouting twist. While it's nice to add scouting, it is not necessary. Try a theme like Star Wars or Casino Night, or Sports.

#### 7. Brotherhood conversion: Convert eligible Ordeal members to Brotherhood.

To answer the age-old question of how to get the Brotherhood conversion rate to increase, there is only one answer: make it worth it. After candidates complete their Ordeal, the only feelings they have regarding the OA is work, hunger, silence, and exhaustion. As soon as they are given their sashes, it is absolutely necessary to show them the worth of the Order.

- ✓ Allow for Brotherhood conversion signups prior to the end of the Ordeal weekend. It binds them to coming in 10 months.
- ✓ Keep the new Ordeal members active, involved, and interested by advertising for future events.
- ✓ Give Elangomats an incentive for getting their clans converted and to events between the ordeal and the conversion.

8. Service projects: Complete Scout executive approved service project(s) on council property and in the community.

Many lodges have trouble with service because there is a lack of initiative. Needs are there, they may just not be apparent.

- ✓ Seek out service opportunities everywhere (does not need to be at a camp or council property).
- ✓ Ask for donations – service does not always have to be on the lodge's penny.
- ✓ Staff a council event.