

## Foundation

### Our Mission

The mission of the Boy Scouts of America is to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law.

### Our Core Values

We adhere to 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.

## Competitive Advantages

We offer a unique program which addresses physical, mental, and moral development second to none.

We are the only charitable organization in the USA specifically chartered by the US Congress to develop citizenship in our nation's youth. We take that mandate seriously by providing fun, exciting and challenging programs for boys ages 7-20 and girls ages 14-20 in all socio-economic strata of American society. These programs, centered on the outdoors, provide our youth opportunities to learn about themselves and the world around them; the challenge of making good decisions—and living with the results of those decisions; learning to be team players; developing leadership skills; being good neighbors; and becoming constructive members of American society.

## Organization-Wide Strategies

We will continuously develop programs, which attract today's youth from all corners of our Council and raise funds to support those same programs.

## Strategic Objectives and Council Goals

### Membership, Leadership, & Culture

#### 1 Membership Impact

**1.1** Increase our market share in all programs (Cub Scout, Boy Scout, Venturing, and Exploring) through a robust and comprehensive approach that broadens the base of participation. [JTE #4 and #5]

**1.2** Increase our net membership by retaining youth and units in the Scouting program longer. [JTE #6]

**1.3** Introduce more comprehensive recruiting strategies that reach a wider range of individual and group opportunities [JTE #4 and #5]

**1.4** The commissioners will champion, in direct coordination with the professional Scouters, to help achieve the goal, through education, facilitation, and process quality management of the annual rechartering of the Council's units, Districts, and the Council itself.

#### 2 District Operations (formerly Mission Impact)

**2.1** All Council Executive Board, professional staff members, and Council and District Volunteers are sufficiently trained and model leadership excellence in their active governance, resourcefulness, commitment, and visionary guidance.

**2.2** Establish processes whereby our leadership teams understand Council strategic goals, set their annual priorities and objectives consistent with with Council strategic goals, and fulfill the objectives they set.

**2.3** Plan and act to ensure continuity and succession of Council leadership, professional staff, and volunteer leadership.

**2.4** Align our leadership team and organizational structures to the ever changing communities we serve and the programs we seek to deliver.

### Resources & Finances

#### 3 Finance Impact

**3.1** Balance and increase the operating budget by a minimum of 4% annually. [JTE #1 & 2]

**3.2** Re-energize/Implement a capital campaign in 2012 that will raise additional capital funds that will allow for innovative, convenient exposure to sustainable facilities that best supports the council's vision, values, and goals, and BSA program structures.

**3.3** Develop and implement a comprehensive endowment development program that will result in significantly increasing both cash and deferred gifts to the NCAC Endowment (Fund 3) portfolio. [JTE #3]

**3.4** Establish quarterly budget checkpoints to evaluate performance in both revenue and expenses and enable course corrections as needed.

### Program & Facilities

#### 4 Program Impact

**4.1** Incorporate and promote youth and adult health and fitness

**4.2** Based on Scouting's mission, incorporate and promote activities viewed as desirable by our African-American, Asian and Hispanic communities.

**4.3** Incorporate and promote civic service to our community, region and country. [JTE #11]

**4.4** Actively practice and promote environmental stewardship.

**4.5** Actively promote advancement, recognition and electronic recordation.

**4.6** Become the capital area's premier outdoor leadership education program by offering leading edge, dynamic program activities.

**4.7** Position NCAC Program Impact as a model worthy of emulation by other councils advocating and supporting, in addition to current requirements: environmental stewardship, fit and healthy lifestyles, Council Venturing Officers' Association and Council Sea Scout Boatswain's Association

**4.8** Provide program support to Goshen Scout Reservation and Camp William B Snyder that will take them to the "next level" as nationally-desirable camping/leadership development venues.

**4.9** Develop and implement programs that help our youth to "be prepared" for today and tomorrow.

**4.10** Ensure our Scouts have fully trained leaders. [Supports JTE #15, 16, & 17]

**4.11** Completed Goals, now part of "the way we do business."

#### 5 Outdoor Adventures

**5.1** NCAC will maintain its physical assets in optimum condition to provide to our customers the programs and support necessary to grow our programs.

**5.2** NCAC will provide the quality facilities and standards required to exceed our customers' desires and state/local regulatory standards

**5.3** The Council will establish/expand income-generating activities that will support the programs at our camps that are consistent with good stewardship of our facilities and ensure that we remain "good neighbors" in our camp communities

**5.4** Engage more volunteers in support of our camps and facilities

**5.5** Build upon our reputation for quality programs at both Camp William W. Snyder and Goshen Scout Reservation to provide new, innovative, exciting, quality programs drawing ever-increasing participation by Scouts and non-Scouts.

### Marketing & Communications / Learning for Life

#### 6 Marketing & Communications

**6.1** Build a robust structure for expanded communications with all internal and external Council stakeholders, including youth, parents,

#### 7 Learning for Life & Exploring

**7.1** CORE GOAL - To support the mission of the NCAC, expand the Learning for Life and Exploring programs, to benefit young men and

## Key Performance Indicators

### How we measure success

Measure	Target
Percent current on basic trainings (including all required trainings)	90%

## Vision

### What our Council will look like

The vision of the National Capital Area Council is to be recognized in our communities as providing the premier youth program of youth fitness, environmental stewardship, and values-based leadership development; in short, to become "The Council with Impact"; preparing young people for life.

## Implementation

### How we make strategy a habit

Internal and external Scouting stakeholders, including youth, parents, leaders, alumni, volunteers, donors, community advocates and media.

**6.2** Expand the Scouting brand in the Washington metropolitan area so Council is seen as an advocate for youth, promoting an active, healthy, positive lifestyle for its membership and leadership.

**6.3** Develop and engage a broad and innovative portfolio of technology services that are market-focused and relevant to Council stakeholders

**6.4** Utilize various National and locally-developed tools to capture, analyze, and provide customer satisfaction data to Council stakeholders

**6.5** Completed Goals, now part of "the way we do business."

Learning for Life and Exploring programs, to benefit young men and women of our community and secondarily to bring our level of service into a top ten ranking, attain the minimum expectation of 10% growth in youth participation per year and the establishment of 23 new Posts over the next two years, the following plan is established to ensure retention, readiness, support, and service for our existing and new Explorers and Advisers. About the Exploring program: A program to empower young men and women ages 11 to 20 by enabling them to explore careers and develop leadership skills through hands-on experiences led by caring adult mentors. Status on 12/31/2013; Explorers = 1243; Explorer Posts and Clubs = 56 Status on 12/31/2014; Explorer = 1594 (+28.2%); Explorer Posts and Clubs = 62 (+10.7%) Goal by 12/31/2016; Explorers = 1655, a 33.1% growth; Explorer Posts and Clubs = 79, a 41% growth. The quality of service can be measured through increased participation in council-wide Exploring activities, training, on-time roster renewal, Journey to Excellence score improvement, and increased annual campaign support. The current baseline is non-existent at this time and assumed to be close to zero.

**7.2** Enhance the service from the National Capital Area Council (NCAC) for the Explorer Posts and Explorer Clubs.

**7.3** Enhance marketing and sales to improve retention, renewal, and growth.

**7.4** Enhance NCAC capacity and capabilities to support Exploring.