

# NATIONAL CAPITAL AREA COUNCIL • STRATEGIC DIRECTION 2023-2025



March 15, 2023

**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 & Law  
**Vision:** The Boy Scouts of America will prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law  
**Core Values:** Trustworthy, Loyal, Helpful, Friendly, Courteous, Kind, Obedient, Cheerful, Thrifty, Brave, Clean & Reverent  
**BHAG:** Exponentially Grow Cub Scouting annually and return to overall membership of 45,000 Scouts in our Council

## Strategic Pillars

Grow Cub Scouting			Effective Fund Development			Optimizing Facilities			Organizational Alignment			Re-establish the Value of Scouting		
Strategic Goal/Objective	Current Status	2023 Goal	Strategic Goal/Objective	Current Status	2023 Goal	Strategic Goal/Objective	Current Status	2023 Goal	Strategic Goal/Objective	Current Status	2023 Goal	Strategic Goal/Objective	Current Status	2023 Goal
<b>Build Family Scouting/Prioritize the Brand:</b> Create a broad spectrum marketing campaign over the next three years that results in Cub Scout growth (20,000 total Cub Scouts by Dec. 2025).			<b>Implement a Digital Fundraising and Marketing Program:</b> Use "Target Analytics" or other systems to identify giving patterns and potential donors; individual and corporate.			<b>Goshen Scout Reservation Modernization:</b> Upgrade Goshen infrastructure, explore opportunity to consolidate Camps and develop stronger program areas.			<b>Program/Participation Fee:</b> Institute a youth and adult fee so that all families actively participating in Scouting are supporting National Capital Area Council.			<b>Reestablish Brand and Messaging:</b> Review and audit all current communication methods. Develop consistent standards for internal and external customer communications.		
<b>Re-establish Cub Scout Packs lost to COVID and Organize New Cub Scout Packs:</b> Establish relationships to support new unit development over the next three years to re-establish or expand prior Packs, as well as the creation of new Cub Scout Packs, resulting in 100 new Cub Scout Packs (467 total Packs Dec. 2025).			<b>Major Gifts, Corporate Giving and Endowment:</b> Identify high value donors, using data and other means to secure annual operating funds, as well as restrengthening our Endowment Fund, post BSA Restructuring.			<b>Restructure NCAC Close-In Camping Options:</b> Re-mission and re-size summer/off-season programs to position Camp William B. Snyder to be financially self-sustaining.			<b>Realign District &amp; Service Area Structures:</b> Realignment of District and Service Area boundaries to be more closely aligned with School Districts and/or State and County lines to provide the most optimal service to Scouting Units across NCAC.			<b>Stronger Collaboration between Marketing and Membership:</b> Remove boundary-break the Unit/District "competition" mindset and hold consolidated NCAC events for broader marketing, program support, and participation appeal - (Promote NCAC identity versus District identity).		
			<b>Data Management - Update Database of Scouters, Families, Donors, and Others:</b> Work with BSA and Blackbaud directly to identify and implement the capabilities of that system or consider other data management systems, if needed.			<b>Camp Howard M. Wall:</b> Evaluate this location/operation to determine it's highest and best use for Scouting and the NCAC.						<b>Re-assessment of Resources:</b> Determine the overarching role of the marketing & communications team.		
						<b>Marriott Scout Service Center:</b> Evaluate this location/operation to determine it's highest and best use for Scouting and the NCAC.								
Initiatives/Tactics to Achieve Outcomes	Current Status	2023 Goal	Initiatives/Tactics to Achieve Outcomes	Current Status	2023 Goal	Initiatives/Tactics to Achieve Outcomes	Current Status	2023 Goal	Initiatives/Tactics to Achieve Outcomes	Current Status	2023 Goal	Initiatives/Tactics to Achieve Outcomes	Current Status	2023 Goal
Develop a marketing strategy to focus on the relevancy of Scouting for today's family.			Identify an external database or secure Blackbaud enhancements that integrates NCAC members and donors.			Modernize and expand the shooting sports and waterfront/aquatics program areas around the GSR.			Consider combining District Committee and Service Area leadership teams for improved service to Units and families.			Incorporate National BSA themes into NCAC Marketing.		
Social Media optimization with advertising and marketing and recruit local spokesperson to help share "Cool Factor" of Scouting participation.			Identify and retain an outside firm that can develop a robust digital fundraising campaign.			Implement a 4 to 8 week provisional Scouts BSA summer camp program in 2024, with paid staff and resident and day-only options at CWBS.			Re-design the Unit Serving Executive role to increase focus on membership growth and program support, with decreasing fundraising responsibilities.			Develop and promote to Districts and Units a library of standard resources for communication efforts.		
Major media partnerships to increase visibility throughout NCAC with targets in television, radio, and print.			Develop a funnel of donors within and outside of NCAC.			Right-size the pricing for units and non-BSA groups. Review and potentially re-structure the pricing model for off-season usage of facilities.			Institute a "Scholarship Fund" to support Scouting families who cannot otherwise afford an increase in total registration fees.			Explore syndication/technology linking opportunities across all Council/District digital communications.		
Broad MOU's with local service clubs or other youth serving organizations to create scalable partnerships.			Identify corporations for future donations, based on data, giving patterns, and interests in supporting Scouting.			Coordinate program offerings between GSR and CWBS to maximize centers of excellence.						Onboarding/communication sequence for Scouts and one for parents that include year-round messages and information about Scouting.		
Investment into relationships with Public School District and larger denominational religious groups.						Interview Investment Sales Firms to begin exploring potential sale of MSSC.								

\*National Capital Area Council (NCAC) \*Goshen Scout Reservation (GSR) \*Camp William B. Snyder (CWBS)

Status Key:

Green - have achieved or expect to achieve goal. 80% or better chance.

Yellow - 50/50 Chance of hitting goal. Caution or needs additional attention.

Red - Have missed goal or not likely to hit goal. Needs attention immediately.

Note: If "+" appears, the color changed positively (ex: yellow to green)  
If "-" appears, the color changed negatively (ex: green to yellow)