



Council name: Example Council #999

(One per camp)

Camp property name: Camp XYZ

(If camp occurs off council property, use “off property” for camp property name.)

Camp type:

☒ Long-term camp ☐ Camp Property

NCAP Application Section E: Continuous Camp Improvement Plan

For each camp & facility that is part of the authorization process, complete this structured approach of reviewing the areas of strength and areas for improvement, and build a plan for improvements to all areas. This is an annual process and should be developed as a continuous process that will be monitored and adjusted when needed. Develop benchmarks for achieving goals yearly.

Guidance: The council commits to conduct an Annual Camp Continuous Improvement process, for each camp, which minimally complies with Standard AO-810.

STANDARD: The camp participates in the BSA Continuous Camp Improvement Program that addresses improvements in: Staff, Program, Program Equipment, Facilities, Sustainability, Marketing/Communication, and Attendees/Participation.

Specific Requirements of the Standard:

- A. The council has performed an analysis to identify its stakeholders and involved them in gathering information on areas of possible improvement and areas of strength.
- B. The camp has a camp strategic improvement plan **that identifies one or more areas of improvement and one or more areas of strength that the council will address over the next four to seven years, which collectively address at least five of the continuous camp improvement categories.** For each identified area, the plan sets forth:
 - 1. Camp Improvement category.
 - 2. Improvement measures in that category (if any)
 - 3. An approximate time for initiation and completion of the measure(s)
 - 4. How the camp will determine the success of its measure(s)
- C. Each year, the council will develop an annual camp improvement program that collectively addresses at least four of the continuous camp improvement categories. Improvements shall include:
 - 1. Those set forth in the camp strategic improvement plan, if applicable

2. Additional planned improvements based on post camp/pre-camp inspection, camp staff reports, customer satisfaction surveys, or other feedback; and
 3. The camp determines a goal, a quantitative metric, and success criteria for each improvement in the annual program.
- D. Annually, the council and camp collect data that indicates progress on the annual camp improvement program measures, and at the start of the following season includes in the Declaration of Readiness a report on the goals, their success criteria, and whether the goals were achieved.

INTERPRETATION: The continuous camp improvement program is the heart of Scouting's effort to provide a better experience to each camper each year. Detailed guidance on the continuous improvement process is provided in the Guide to the Continuous Camp Improvement Program. The standard requires that the council and camp participate in the process contemplated by the standard and does not require the camp to successfully complete each goal. It is the process of identifying goals, measures, and metrics, and completing them that will elevate camp performance.

Specifically, Requirement A emphasizes that all stakeholders should have a role in the process. The best program is a collaboration of the council professionals, volunteers, camp staff, and camp users. Requirement B is the multiyear camp strategic improvement plan. It is intended that this plan ultimately work in concert with the Application and Authorization to Operate process, where the plan is prepared and submitted with the application and then updated during the Interim Progress Report. Requirement C is the annual or seasonal improvement program. These are the specific steps that the council will take during the year. Some of these may come from the camp strategic improvement plan identified in Requirement B, while others will be items that come up from camp staff, customer satisfaction surveys, or the work of council professionals or committees.

It is intended that the annual improvement program in Requirement C be outlined at the beginning of the season, but the council and camp are free to change the annual program during the course of the camping season to implement those measures that will most improve the camping experience during the season. The annual improvement program is intended to be a living document. For assessment purposes, the assessment team should look to see that an annual program is in place and underway for the current year and that the prior year's program included efforts to achieve improvements in at least four categories, consistent with the standard. In both Requirements B and C, the goals should be specific, measurable, attainable, realistic, and have a targeted metric that can be tracked to show progress.

Camps that operate off camp property should review the existing facilities for adequacy and may propose steps (such as negotiating for improvements or relocating) but are not expected to provide for physical improvements to non-council property.

VERIFICATION:

- The authorization writer will review the camp strategic improvement plan for consistency with BSA standards and continuous camp improvement goals. The approved plan will be attached to the Authorization to Operate.

- The camp assessment team should review the Authorization to Operate and any attached camp strategic improvement plan, and comment on whether steps called for in the camp strategic plan were implemented timely in the report. However, an explained failure or delay is not the basis for a noncompliant or deviation finding if the council has made other improvements.
- On the annual plan, the camp assessment team should review the Declaration of Readiness to ensure it includes:
 1. the prior year's goals, metrics, and success criteria, and whether the goals were successfully achieved and, if not, any lessons learned; and
 2. the current year's goals, metrics, and success criteria. Failure to have prepared and measured goals in the prior year reported in the Declaration of Readiness or failure to have prepared and be measuring goals in the current year by the date of assessment warrants a noncompliant finding. Partial or late compliance should be noted with a deviation.

References:

NCAP Circular #3, #6 & #8

https://filestore.scouting.org/filestore/youthprotection/pdf/NCAP_Circular_3.pdf

https://filestore.scouting.org/filestore/youthprotection/pdf/NCAP_Circular_6.pdf

https://filestore.scouting.org/filestore/youthprotection/pdf/NCAP_Circular_8.pdf

NCAP Standard A0-810 (standard requiring Continuous Camp Improvement Plan)

<http://www.scouting.org/scoutsorce/OutdoorProgram/CampAccreditation.aspx>

Guide to the Continuous Camp Improvement Program

<http://www.scouting.org/scoutsorce/OutdoorProgram/CampAccreditation.aspx>

Selected commitments should reflect, at least in part, input from camp customers as reflected in the customer satisfaction survey required by Standard AO-809. (The Guide to Continuous Camp Improvement provides guidance & examples of appropriate SMART goals for these commitments.) In addition to these program goals, additional facilities improvement goals should be included. At a minimum, address improvements to "D" & "F" rated buildings and other facilities in the camp CFET.

Camp Strategic Improvement Plan, 2024-2029:

Continuous Camp Improvement Category	Goal	Success Measure	Plan	Timeline
Areas of Strength to Maintain				
New Camper Program (SBSA LT)	1) Maintain & improve current level of performance	1) Increased camp attendance (see Attendance goal) 2) Additional staff hired and trained for this area to match program registration (2023 Staff for NCP was 6) 3) Survey results (2023 was 9.1)	1) Promote the program within council and to other local council unites with an improved marketing plan/approach that includes social media as well as printed materials 2) Hire and train additional staff as needed	Ongoing, Annually
MRT Program	1) Maintain & improve current level of performance 2) Move to more primitive location away from high traffic area of camp	1) Increased camp attendance (see Attendance goal) 2) Participation of scouts in growing the area (2023 had 104 participate) 3) Survey results (2023 was 8.9)	1) Grow the area into a “village” with separate areas devoted to various elements of program 2) Promote the program within council and to other local council units with an improved marketing plan/approach that includes social media as well as printed materials	Planning began in winter 2019 , Clearing began in 2022. Additional clearing and gradual usage as part of program is ongoing
Areas of Improvement				
Facilities	Refurbishment of Latrines	Clean, repaired, and updated latrines that comply with all youth protection requirements & bring all up to at least a “B” rating	1) Refurbish latrine at Quartermaster Building 2) Refurbish latrine in Fallen Timbers campsite 3) Refurbish latrine in George Rogers Clark campsite 4) Refurbish latrines in Corn Stalk, Baden Powell, Black Hoof, and Simon Kenton campsites	2024 2025 2026 2027-2028
Program Equipment	Continue to increase Shooting Sports equipment	New program opportunities in Cowboy Action; replace/repair older firearms; allow for more participants during program	1) Apply for grants 2) look for sponsorship opportunities within the community	Annually 2024-2029
Staff	Increase camaraderie and strengthen our staff team	1) At least 50% of camp staff join Ship 2) Participation in year-round events by at least 50% of staff	1) Launch a Sea Scouting Ship for all camp staff 2) Plan year-round activities and events	Initiate in Fall 2024

Marketing and Communication	Improve our on-line presence	1) Greater visibility and increased following by 20% 2) Increase attendance at all camp programs by at least 25 attendees per year	1) Continue to grow our Facebook and Instagram accounts and add fresh and informative content 2) Add in a print/postcard/flyer campaign to increase audience beyond social media 3) Recruit Camp Staffers as social media Influencers	Ongoing 2024-2029 Begin Fall 2025 Spring 2025
Attendees and participation	Increase SBSA LT attendance	Increase youth registration by 50-100 participants over previous year. (2023 attendance was 1,453)	1) Increase all forms of marketing 2) Visit Troops to promote camps 3) Form Camping sub-committee to monthly call Troops to determine intent and promote registration @ summer LT camp 4) Attend outside events, tech fairs, etc. to promote camp to surrounding councils 5) Work with membership committee to improve AOL crossovers	Fall 2023 through Fall 2024 then rinse and repeat