



Council name: _____
(One per camp)

Camp property name: _____ **Camp name:** _____
(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 Scouting America 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 long-term 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. The 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 for long-term camps. 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. 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 reviewer 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

http://www.scouting.org/filestore/youthprotection/pdf/NCAP_Circular_3.pdf

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

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

Guide to the Continuous Camp Improvement Program

<http://www.scouting.org/scoutsource/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 in either the Camp Strategic Improvement Plan or the Annual Camp Improvement Plan.

Camp Strategic Improvement Plan, 2027-2031:

Continuous Camp Improvement Category	Goal	Success Measure	Plan	Timeline
Areas of Strength to Maintain				
Areas of Improvement				

Annual Camp Improvement Plan for 2026:

Continuous Camp Improvement Category	Goal	Success Measure	Plan	Timeline
Areas of Strength to Maintain				
Areas of Improvement				

Examples of CCIP Goals:

Category	Goal	Measure	Strength/ Weakness	PLAN	Timeline
Program Equipment	Customer Satisfaction avg is 3.93 or higher	Survey results for Program equipment avg 3.93 on 5 pt scale Current average rating for all program areas is 3.52.	Strength	1. Camp Directors monitor camper/leader surveys throughout the summer for opportunities to improve equipment in-season 2. Survey ratings and responses are reviewed by Camp Directors, Council Staff and Camping Committee to identify opportunities for improvement 3. CFET review with Council Staff, Reservation Staff and appropriate Board Committees to prioritize equipment purchases/improvements.	Weekly Annually in fall Annually in January
Staff	Customer Satisfaction for Program Staff is at least 4.29	Survey results for Program Staff satisfaction, measured on 5 pt scale. Current average rating for all program areas is 4.48.	Strength	1. Camp Directors and Program Directors monitor camper/leader surveys throughout the summer for opportunities to improve staff in-season 2. Camp Directors and Camping Committee review staff ratings and comments and identify opportunities to improve staff	Weekly Annually in fall
Participation	Attendees would return & recommend to others	90% surveyed would recommend to other scouts and would like to attend again Current scores: 94% recommend & 92% return	Strength	1. Ensure evening and lunch programs are dynamic and physical 2. Ensure Trading Post is well stocked with treats and board games. Make sure staff are in this area to interact with scouts. 3. Monitor comments regarding class times and free time to make sure Scouts feel adequately engaged. 4. Continue to offer new and challenging experiences	Annual Review
Facilities	Renovate Staff showers, resulting in change of CFET score for the building from a "D" to at least a "B"	CFET facility scoring definitions	Weakness	1. Gather input from Camp staff, Camping & Facilities Committees on needed changes. 2. Develop plan for renovations 3. Secure funding 4. Renovate the building	By 12/2025 By 7/2026 By 2027 By 2028
Participation	Increase winter camp attendance to 104 participants Avg attendance last 4 yrs: 83 Breakeven attendance: 61	Paid registrations for Winter Camp	Weakness	1. Camp needs to be rebranded with a new focus on STEM and Eagle Required merit badges. 2. Marketing Materials should be ready to distribute by summer camp An information session should be conducted at each summer camp session	Annual review By 6/10, annually Weekly

Program	Increase the capacity for the Welding MB program	Purchase 4 more welders & develop 4 more welding bays	Weakness	1. Purchase 4 welding machines 2. Construct 4 more Welding bays. 3. Re-evaluate the syllabus for the course 4. Promote expansion in 2018 Guides	Spring 2026 2027 2028
Marketing/Communications	Publication of Leader & Program Guides by Nov 1	Date of posting on council website	Weakness	Camping Committee reviews summer Surveys for user feedback Camping Committee develops & publishes guides	Aug/ Sept, annually Oct, Annually

Sustainability	Increase Trading Posts sales each year	Sales growth from year-to-year	Weakness	With TP Manager, review inventory at end of camp. Compile 80/20 report of sales, review report with Camping Committee. Review comments and suggestions from campers. Contact current & potential supplier in early inter to receive information on current trends and bids for best pricing, with orders placed in late winter/ early spring.	Annually
Staff	Utilize mentors to work with camp staff to develop lesson plans	Develop new lesson plans for camp classes	Strength	1. Prog Dir & Adv Committee determine which MB lesson plans require expert input 2. Adv committee develops list of experts & begins recruitment 3. Experts work with Area Directors & MB Counselors during staff training to develop lesson plans 4. Experts check-in with Area Directors to review lesson plans and coach MB Counselors on delivery during staff week.	Sept 2025 Mar 2026 May 2026 June 2026
Sustainability	Achieve a 20% net revenue from each camp's operations	Net revenue from each camp	Weakness	1. Camp Dir shares Net Revenue performance with the Boy Scout Camping & Council Camping Committees	Annually in fall
Program	Annual incremental enhancement & expansion of the mountain bike trails to a length of 5 miles by 2029	Length of Bike trails at end of each camp season	Strength	1. Camp Dir & BS Camping Committee develop master plan for the Bike trails with annual expansion milestones 2. Obtain Facilities Committee approval for the trail plan. 3. Camp Dir & Prog Dir work with camp staff & BS Camping Committee to construct the trail expansion. 4. Each fall, Dir & BS Camping Committee assess expansion progress & develop plan for next milestone	2026 2027 Annually, beginning 2027-2029 Annually

Facilities Expectation. As part of the commitment to continuous improvement, councils are expected to improve or maintain the quality of their camp over the term of the Authorization to Operate. General expectations are as follows, subject to modification upon demonstration that different expectations are appropriate for the council and/or camp:

Camp Overall Score Presumptive Improvement

< 1.0, Poor + 0.5 over three- to-five-year period

< 2.0, Fair + 0.3 over three- to five-year period

- < 3.0, Acceptable + 0.2 over three- to five-year period
- < 3.75, Good + 0.1 over three- to five-year period
- 3.75+, Good to Very Good Maintain level over authorization period

National has discretion to treat a camp property in the bottom half of an overall score category as if it were in the next lower category. National is not obligated to approve a camp with an overall score below 2.0.

The council's Facilities Improvement Goal for this camp is: _____ This camp's current CFET score is: _____