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: _______Cub Scout resident______Boy Scout resident______Venturing resident______Trek camp
____Specialty-adventure camp_____High-adventure camp_____COPE/climbing 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. Effective January 1, 2018, 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 postcamp/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, effective in 2018, 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. Beginning with councils submitting their Application for Authorization in 2016, councils will be rolled into this process. Until then, councils are to develop a plan that takes them to or beyond their next application period. This requirement will become an enforceable part of the standard in 2018, but councils are encouraged to start well before January 1, 2018. The camp strategic improvement plan is not a term or condition of the Authorization to Operate.

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 noncouncil 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. Effective January 1, 2017, 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
NCAP Standard A0-810 (standard requiring Continuous Camp Improvement Plan)
“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, 2018-2022:

<table>
<thead>
<tr>
<th>Continuous Camp Improvement Category</th>
<th>Goal</th>
<th>Success Measure</th>
<th>Plan</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Areas of Strength to Maintain</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Areas of Improvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Annual Camp Improvement Plan for 2018:

<table>
<thead>
<tr>
<th>Continuous Camp Improvement Category</th>
<th>Goal</th>
<th>Success Measure</th>
<th>Plan</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Examples of CCIP Goals:

<table>
<thead>
<tr>
<th>Category</th>
<th>Goal</th>
<th>Measure</th>
<th>PLAN</th>
<th>Timeline</th>
</tr>
</thead>
</table>
| Program Equipment | Customer Satisfaction avg is 3.93 or higher                        | Survey results for Program equipment avg 3.93 on 5 pt scale           | 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. | Wkly/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. | 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 | 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  
By 6/10, annually  
Weekly |
| 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                                      | 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 12/2016  
By 7/2017  
By 2019  
By 2020 |
| Participation     | Increase winter camp attendance to 104 participants                | Paid registrations for Winter Camp                                     | 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  
3. 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                 | 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 2018  
2019  
2020 |
| Marketing/Communication | Publication of Leader & Program Guides by Nov 1                 | Date of posting on council website                                     | Camping Committee reviews summer Surveys for user feedback  
Camping Committee develops & | Aug/ Sept, annually  
Oct,  
Oct,  
Oct,  
Oct, |
<table>
<thead>
<tr>
<th>Category</th>
<th>Task Description</th>
<th>Result/Action</th>
<th>Timelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability</td>
<td>Increase Trading Posts sales each year</td>
<td>Sales growth from year-to-year</td>
<td>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 &amp; potential supplier in early inter to receive information on current trends and bids for best pricing, with orders placed in late winter/ early spring.</td>
</tr>
</tbody>
</table>
| Staff          | Utilize mentors to work with camp staff to develop lesson plans                   | Develop new lesson plans for camp classes                                      | 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 2018      
Mar 2019       
May 2019       
June 2018      |
| Sustainability | Achieve a 20% net revenue from each camp’s operations                           | Net revenue from each camp                                                     | 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 2019 | Length of Bike trails at end of each camp season                              | 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 | 2018           
2019           
Annually, beginning 2019 | 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 to the region 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

The region, after discussion with the area, 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. The region 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: _____