

Scouting America[™]

National Capital Area Council



2023-25 Strategic Plan Final Report



NCAC Friends,

As we conclude the 2023–2026 Strategic Plan, I am proud to share that our Council has made remarkable progress toward the goals we set three years ago. Together, we strengthened programs, expanded membership, enhanced community engagement, and ensured that Scouting remains a vibrant and life-changing experience for young people across our region.

We made significant strides in several key areas:

- Fundraising management, ensuring greater sustainability and impact.
- Conducted a full evaluation of our assets to position the Council for long-term success.
- Studied and implemented new programs to meet the evolving needs of youth and families.
- Realigned our resources to maximize efficiency and effectiveness.
- Advanced the marketing of our programs, increasing visibility and engagement throughout the community.

None of this would have been possible without the unwavering support of our Executive Board, the dedication of volunteers throughout the Council, and the commitment of our staff. Your leadership and hard work have been the driving force behind every success we celebrate today.

We also recognize that Scouting thrives because of the generosity of individuals, businesses, and community partners who believe in our mission and support us financially. Your investment in Scouting is an investment in the future - helping us prepare young people to make ethical and moral choices over their lifetimes.

Thank you for standing with us, for believing in the power of Scouting, and for helping us achieve so much together. The progress we've made is a testament to what can happen when a community unites around a shared vision.

With gratitude and optimism for the future,



Mario A. Pérez
Scout Executive / C.E.O.



STRATEGIC DIRECTION
EXECUTIVE SUMMARY BY STRATEGIC PILLAR

STRATEGIC PILLARS

- Grow Cub Scouting
- Effective Fund Development
- Optimizing Facilities
- Organizational Alignment
- Re-Establish the Value of Scouting

METRICS AND OUTCOMES | OVERVIEW

- 14 strategic goals:
 - 10 objectives achieved (72 percent)
 - 2 objectives in progress (14 percent)
 - 2 objectives not achieved (14 percent)
- 21 strategic initiatives:
 - 13 tactics completed (62 percent)
 - 7 tactics in progress (33 percent)
 - 1 tactic not completed (5 percent)
- Organizational highlights:
 - Rebranding as Scouting America
 - Participation fee structure implemented
 - Outdoor Programs 2025
 - Haymarket property under contract



GROW CUB SCOUTING

MEMBERSHIP AND UNIT INITIATIVES AND OUTCOMES

- **Membership Goals**

Membership dropped from 15,427 in 2024 to 13,968 in 2025, missing the 20,000-target goal. Implemented localized recruitment training, year-round recruitment events, peer-driven recruitment strategies, data-driven accountability, and community engagement while investing in stronger relationships with school districts.

Impact: Strengthened membership pipelines for sustaining growth in the coming years.

- **Cub Scout Packs Growth**

New Packs started: 9 in 2025, 35 since 2023, totaling 349 against a 467 goal. Enacted comprehensive surveys, identified high-potential areas, deepened partnerships with existing charter organizations, formed specialized teams for support, and provided program alignment materials.

Impact: These efforts collectively position the Council for sustained unit growth, stronger community presence, and enhanced program delivery, ensuring that Cub Scouting remains vibrant and accessible year-around.

- **Marketing and Onboarding Collaboration**

Marketing and membership teams collaborated in all aspects of the year-long campaign.

Impact: An increased digital marketing presence and school promotions throughout the region.



EFFECTIVE FUND DEVELOPMENT

FUNDRAISING INITIATIVES AND OUTCOMES

- **Corporate and Donor Engagement**

Corporate partnerships and donor outreach initiated, showing progress with yellow status but needing further development.

- **Digital Fundraising Progress**

Digital fundraising campaign in early stages, highlighting opportunity for growth and enhanced online engagement.

- **Strategic Donor Targeting**

Focus on identifying high-value donors and using data analytics to secure funds and strengthen the Endowment Fund.

- **Departmental Capacity**

Doubled size of department and upgraded professional staff in key areas of leadership and strategy, major gift fundraising, annual giving, data management, and corporate relations.

Impact: raise more funds; improving donor relations

- **Diversified Fundraising**

Increased capacity led to investments in more diverse fundraising methods including digital/direct response fundraising, corporate partnerships; major giving; and enhanced donor communications.

Impact: more resilient fundraising, improving donor relations and engagement

- **Strategic Donor Targeting**

Renewed focus on identifying multiple vertical donor segments and aligning fundraising strategies to optimize donor solicitations in each band, as well as improving data integrity through more rigorous standards and policies.

Impact: reliable pipeline of donors; increasing overall pool of donors for continued growth



NATIONAL CAPITAL AREA COUNCIL • STRATEGIC DIRECTION 2023-2025



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

As of November 20, 2025

Strategic Pillars

Grow Cub Scouting			Effective Fund Development			Optimizing Facilities			Organizational Alignment			Re-establish the Value of Scouting		
Volunteer Lead: Mimi Braniff --- Staff Lead: Stuart Goins			Volunteer Lead: Pete Pantuso --- Staff Lead: King Laughlin			Volunteer Lead: Morgan Sullivan --- Staff Lead: Mario Perez			Volunteer Lead: Rick Rogers --- Staff Lead: Stuart Goins/ Lee Murdoch			Volunteer Lead: Mimi Geerges --- Staff Lead: Cynthia Griffiths		
Strategic Goal/Objective	Current Status	2025 Goal	Strategic Goal/Objective	Current Status	2025 Goal	Strategic Goal/Objective	Current Status	2025 Goal	Strategic Goal/Objective	Current Status	2025 Goal	Strategic Goal/Objective	Current Status	2025 Goal
Build Family Scouting/Prioritize the Brand: 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).	2025 Membership Plan: focused on Year-Round recruiting.	Oct 2024 = 15,427; Oct 2025 = 13,968	Implement a Digital Fundraising and Marketing Program: Use "Target Analytics" or other systems to identify giving patterns and potential donors; individual and corporate.	Research and Data Manager hired. Direct Response Program Kicked Off	DR campaign kicked off October 2025	Goshen Scout Reservation Modernization: Upgrade Goshen infrastructure, explore opportunity to consolidate Camps and develop stronger program areas.	Capital needs defined. Consolidation being explored. Older Youth Program developed.	11 high priority projects identified. EB approved reinvesting \$1M in Sept 2025	Program/Participation Fee: Institute a youth and adult fee so that all families actively participating in Scouting are supporting National Capital Area Council.	Completed: June 2023	Executive Committee Approved June 2023	Reestablish Brand and Messaging: Review and audit all current communication methods. Develop consistent standards for internal and external customer communications.	Completed: Nov. 2023	Audit completed. Standards shared in 2023.
Re-establish Cub Scout Packs lost to COVID and Organize New Cub Scout Packs: 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).	Working with Tiger Team to help with New Unit creation.	Oct 2024 = 361; Current = 349; 9 new Packs started in 2025, 35 since 2023.	Major Gifts, Corporate Giving and Endowment: Identify high value donors, using data and other means to secure annual operating funds, as well as restrengthening our Endowment Fund, post BSA Restructuring.	*Portfolios have been developed and lists segmented. *Corporate Partnerships Kicked Off	CDO hired Nov 15, 2024. MGD hired May 16, 2025.	Restructure NCAC Close-In Camping Options: Re-mission and re-size summer/off-season programs to position Camp William B. Snyder to be financially self-sustaining.	Stable at 2 speciality week camps, adding Bear Resident Camp in 2025.	Ongoing Progress	Realign District & Service Area Structures: 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.	Completed: June 2024	Committee implementing plan approved by Executive Board in March 2024	Stronger Collaboration between Marketing and Membership: 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).	Ongoing collaboration between departments gained traction from Alignment Process.	Ongoing Progress, Ideal Year of Scouting cub scout support rolled out.
			Data Management - Update Database of Scouters, Families, Donors, and Others: Work with BSA and Blackbaud directly to identify and implement the capabilities of that system or consider other data management systems, if needed.	Set on Blackbaud. Aquired Wealth Mgmt Tool	Ongoing Progress; new Staff in place 5/1.	Camp Howard M. Wall: Evaluate this location/operation to determine it's highest and best use for Scouting and the NCAC.	Property evaluation in progress.	In Process, Currently 1 bid to address priority project.				Re-assessment of Resources: Determine the overarching role of the marketing & communications team.	Redefining roles and creating charters for 3 sub-committees - Internal, External, Crisis Comm.	Ongoing Progress, External Committee meeting to be held in Nov.
						Marriott Scout Service Center: Evaluate this location/operation to determine it's highest and best use for Scouting and the NCAC.	Property evaluation in progress.	Ongoing Progress						
Initiatives/Tactics to Achieve Outcomes	Current Status	2025 Goal	Initiatives/Tactics to Achieve Outcomes	Current Status	2025 Goal	Initiatives/Tactics to Achieve Outcomes	Current Status	2025 Goal	Initiatives/Tactics to Achieve Outcomes	Current Status	2025 Goal	Initiatives/Tactics to Achieve Outcomes	Current Status	2025 Goal
Develop a marketing strategy to focus on the relevancy of Scouting for today's family.	Collaborating with Marketing Dept.	In Process	Identify an external database or secure Blackbaud enhancements that integrates NCAC members and donors.	Staying with Blackbaud.	Ongoing Progress, Conversations with National about upgrading	Modernize and expand the shooting sports and waterfront/aquatics program areas around the GSR.	Enhanced safety measures in aquatics through dock chain project, new aquatic element.	In Process	Consider combining District Committee and Service Area leadership teams for improved service to Units and families.	Completed: April 2024	Org. Alignment recomm. approved.	Incorporate National BSA themes into NCAC Marketing.	Completed 8/2023	Ongoing Progress
Social Media optimization with advertising and marketing and recruit local spokesperson to help share "Cool Factor" of Scouting participation.	Social Media efforts on track.	Increased Geofencing on Fall Campaign	Identify and retain an outside firm that can develop a robust digital fundraising campaign.	Hired Direct Response Firm	Ongoing	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.	Added 2nd week. No further weeks planned.	Ongoing Progress	Re-design the Unit Serving Executive role to increase focus on membership growth and program support, with decreasing fundraising responsibilities.	Re-designed Jan. 2024	PDS Goals Rewritten: Heavy focus (mem/units)	Develop and promote to Districts and Units a library of standard resources for communication efforts.	Completed 8/2023	Ongoing Progress
Major media partnerships to increase visibility throughout NCAC with targets in television, radio, and print.	Partnership with Print media.	Radio and Print confirmed, local TV pending	Develop a funnel of donors within and outside of NCAC.	Portfolios developed and lists segmented.	Ongoing Progress, Increased outreach to donors.	Right-size the pricing for units and non-BSA groups. Review and potentially restructure the pricing model for off-season usage of facilities.	Implemented for 2025 season.	In Process	Institute a "Scholarship Fund" to support Scouting families who cannot otherwise afford an increase in total registration fees.	Completed 10/2023	Ongoing Progress	Explore syndication/technology linking opportunities across all Council/District digital communications.	Additional sharing tactics are being explored.	Ongoing, Assessing emerging Industry Trends
Broad MOU's with local service clubs or other youth serving organizations to create scalable partnerships.	Ongoing progress.	Prospects pitch meetings being confirmed	Identify corporations for future donations, based on data, giving patterns, and interests in supporting Scouting.	Corporate Partnerships Strategy in Place	In Process, Partnership Package developed.	Coordinate program offerings between GSR and CWBS to maximize centers of excellence.	Camp Progression Plan Draft Developed	18 Month Process				Onboarding/communication sequence for Scouts and one for parents that include year-round messages and information about Scouting.	Completed: 10/2023	Ongoing Progress
Investment into relationships with Public School District and larger denominational religious groups.	Implemented Mem.Edu. Taskforce	Ongoing				Interview Investment Sales Firms to begin exploring potential sale of MSSC.	Bristol Capital	Ongoing Progress						

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

Status Key:

Green - On Track - Trending Toward Goal Achievement

Yellow - being executed with success, but needs continued and/or increased attention.

Red - Have missed goal or at risk of not achieving 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)

OPTIMIZING FACILITIES

FACILITIES AND PROGRAM INITIATIVES AND OUTCOMES

- **Goshen Scout Modernization**

Goshen Scout Reservation’s modernization plan is progressing with \$1M reinvestment approved in 2025, and green status achieved.

Impact: Broadband internet was installed at three camps (Ross, Marriott, and Baird) in 2024, and two shower houses (Olmsted and Ross) had their ventilation replaced in 2025.

- **Camp William B. Snyder Expansion**

Camp William B. Snyder expanded its provisional camp program for Scouts BSA youth by adding a second week in 2024 and 2025. Future expansion of this program is not currently planned, as we work to sustain the two-week model for the future.

Impact: This volunteer-led initiative has increased opportunity for Scouts who join a Troop later in the calendar year to attend a summer program and is a pipeline for excellent volunteers to become more involved in Council committees. Specialty weeks have also had a positive impact on the overall revenue position of summer operations at Snyder.

- **Ongoing Facility Evaluations**

Camp Howard M. Wall and Marriott Scout Service Center are undergoing property assessments and bids, indicating yellow status.

Impact: After a holistic review, we better understand the potential scenarios for each of these properties into the future.

- **Strategic Coordination and Pricing**

Revised pricing models for in-season and off-season usage were implemented, and coordination between camps is underway via a progression plan, indicating green status.

Impact: Market-rate price adjustments have been made for the summer of 2025, seasonal staff salaries have increased, and each summer offering is aligned to the needs of the age range it serves. During this process, camp fees have also become “all-inclusive.”



ORGANIZATIONAL ALIGNMENT

STRUCTURAL REALIGNMENT INITIATIVES AND OUTCOMES

- **Participation Fee**

The participation fee empowers Scouting families to play an active role in sustaining our Council's operations and services. It fosters shared responsibility and community engagement while creating a predictable revenue stream that supports better planning for programs and staff. A portion of these funds is dedicated to financial assistance, ensuring Scouting remains accessible to all youth regardless of financial circumstances. This commitment strengthens our mission of inclusivity and broadens participation across the Council.

Impact: Operational stability enables Scouting to consistently deliver high-quality programs and uphold our promise that no youth is turned away due to financial need. It also deepens community engagement by inviting families to be active partners in sustaining Scouting for future generations.

- **Organizational Restructuring**

We realigned district and service area boundaries and redesigned executive roles to improve efficiency and better serve our communities. This transition expands our structure from three to four Service Areas, creating a more balanced distribution of resources and leadership. The new framework reduces geographic and workload imbalances, strengthens local engagement through focused leadership teams, and positions the organization for growth with a scalable structure that supports membership development and program delivery.

Impact: Improved coverage aligns with school districts for more effective outreach, streamlines recruitment to boost membership growth, and creates pathways for staff advancement—fostering retention and professional development.



REESTABLISHING THE VALUE OF SCOUTING

BRAND MESSAGING & PR INITIATIVES AND OUTCOMES

- **Communication Channel Audit**

Audit identified inconsistencies that were corrected.

Impact: Improved website content control and better use of email tools for outreach.

- **Role Clarification and Internship**

Upgraded marketing position and introduced an internship program to enhance role effectiveness.

Impact: Better quality and quantity of marketing output.

- **Tailored Communication Sequences**

Developed newsletters and onboarding messages.

Impact: Better engagement of Scout families and volunteers.

- **Consolidation of NCAC Events**

Initiated Council-wide public events to serve as unified membership recruitment opportunities.

Impact: Messaging appeals to broader audiences.

- **Integration of a Unified National Brand Identity**

Rebranded to Scouting America while utilizing national images, videos, taglines, and research in messaging and designed the new website with Scouting America theme.

Impact: cohesive identity internally/externally, strengthening recognition and engagement.

- **Improved Communications and Efficiency**

Monthly communication meetings/channel and approval processes were improved.

Impact: More accurate and consistent internal messaging and increased operational efficiency.



LESSONS LEARNED | NEXT STEPS

WHAT WE LEARNED:

- **Organizational Stability:** Several departments experienced major staffing changes, impacting continuity and execution of initiatives.
- **External Market Forces:** Rapid fluctuations in real estate markets required rethinking strategies to capitalize on property values.
- **Fundraising Model Transition:** Moved to a sustainable Friends of Scouting model after participation fee changes is a gradual process requiring cultural/operational adjustments.
- **Membership Trends:** Membership continues to decline, signaling a need for innovative recruitment and retention strategies, demanding we incorporate into future strategic plans.

OPPORTUNITIES MOVING FORWARD:

- **Pursue Impacts of Investments in Camping Operations**
 - Conduct a ROI analysis on recent and planned capital improvements (e.g., attendance growth, program diversity, revenue impact).
 - Survey campers and parents for satisfaction and retention metrics.
 - Highlight success stories in marketing and donor communications.
- **Explore Possibilities for Capital, Program, and/or Endowment Campaign**
 - Identify priority projects (camp upgrades, program innovation, staff development).
 - Engage a feasibility study to determine donor capacity and appetite.
 - Build a case for support tied to long-term sustainability.
- **Increase Brand Awareness and Recognition**
 - Launch a digital storytelling campaign featuring local success stories.
 - Partner with community influencers and alumni for visibility.
 - Optimize SEO and social media presence with consistent branding.
 - Host public events tied to service projects or youth leadership.
- **Increase in Market Penetration for Membership (Currently 3%)**
 - Map demographics and underserved areas for targeted outreach.
 - Develop school and community partnerships for recruitment.
 - Train volunteers in inclusive recruitment strategies.





Scouting America™

National Capital Area Council

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.

Scout Law

A Scout is:

Trustworthy.....Loyal.....Helpful
Friendly.....Courteous.....Kind
Obedient.....Cheerful.....Thrifty
Brave.....Clean.....Reverent

Scouting America National Capital Area Council

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