

National Capital Area Council, BSA
Organization Alignment Committee Recommendations
April 10, 2024

Executive Summary

The National Capital Area Council's (NCAC) strategic plan dated March 15, 2023, directed that an Organization Alignment Committee be formed to review potential organizational realignment of district and service area structure. The strategic plan contains five pillars focused on youth membership growth, with Organizational Alignment being one pillar.

The Organizational Alignment Committee conducted a review through a six-step collaborative process where the committee actions were primarily about aligning our volunteer leadership talent and energy. This process provided multiple avenues for taking into account feedback from our district and unit leaders, including: three quarterly Council-Wide Key 3 meetings dedicated to the organizational alignment topic, multiple dedicated Service Area listening sessions, feedback surveys of Unit Key 3 members, and self-directed evaluations by District Key 3 members, and release of draft recommendations for review and feedback. During this process, and based on feedback received, the Committee considered new ways to provide unit service, program, membership to our Scouting districts, units, and families with a focus on youth membership growth in Cub Scout Packs.

Through the Committee's analysis, it expects future population growth to continue along I-270 north into Frederick County, I-66 west into Prince William County, and I-95 south into Fredericksburg.

The Committee proposes a that District and Service Area boundaries in a phased approach be more closely aligned with School Districts and/or jurisdictional boundaries to provide the most optimal service to Scouting Units across NCAC. This would involve district name changes that align with the specific jurisdictions and service area renamed using colors in a proposed near-term and future alignments.

The principal district alignment recommendations relate to Fairfax County, where the Committee is recommending reducing the number of districts by 1 and in line with Fairfax County Public Schools (FCPS) administrative regions, and in recognition that the overall reduction in youth membership since 2017 has meant fewer district level volunteers. Reducing the number of districts in Fairfax County by 1 also allows creation of a Fairfax County Service area with a dedicated field director which will provide better continuity of operations when field staff turnover occurs. The boundaries for all the districts in Northern Virginia shift and most districts increase the number of Total Available Youth (TAY) they serve.

The districts in Montgomery County, based on feedback from the Montgomery County District Key 3 members, have been slightly adjusted to reflect Montgomery elementary school regions. This process identified a critically underserved area in a "salient" in eastern Gaithersburg

between White Oak and Seneca. White Oak graciously transferred this area to Seneca with the thought that Seneca was in a better position to serve this community.

In addition, based on a total available youth (TAY) metric and potential for growth, the Committee recommends Prince William, Goose Creek (Loudon County), Patuxent (Prince George's County) Districts as focal area for growth.

Introduction

The National Capital Area Council (NCAC)'s strategic plan dated March 15, 2023, includes a strategic pillar entitled "Organizational Alignment", with a strategic goal entitled "Realign District & Service Area Structures". NCAC's strategic plan's overarching "big hairy audacious goal" (BHAG) is to:

"Exponentially Grow Cub Scouting annually and return to overall membership of 45,000 Scouts in our Council".

The realignment goal envisions aligning "District and Service Area boundaries to be more closely aligned with School Districts and/or [Jurisdictional] boundaries to provide the most optimal service to Scouting Units across NCAC", which includes exploring the feasibility of the following tactic: "Consider combining District Committee and Service Area leadership teams for improved service to Units and families."

To implement this goal, NCAC established an Organization Alignment Committee, whose membership includes:

- Rick Rogers, Co-Chair, Council VP for District Operations
- Jae Engelbrecht, Co-Chair, Council Commissioner
- Fran O'Reilly, AVP DC-VA Central
- Eric Bullock, ACC DC-VA Central
- Nick Maliszewskyj, AVP Maryland
- Gordon Henley, ACC Maryland
- Doug Carlson, AVP VA South
- Mark Longworth, ACC VA South
- Melanie Anthony, District Commissioner, Western Shore
- Carlos Vallejo, District Chair, Sully
- Stuart Goins, Director of Field Services
- Lee Murdoch, Deputy Scout Executive

The committee led guided discussions with the district key 3 leaders from each service area and sent a feedback survey to all registered unit key 3 leaders in our council. The committee's proposed recommendations reflect this feedback from volunteers.

This alignment discussion that has been ongoing is not just about district and service area boundaries. **It is primarily about aligning our volunteer leadership talent and energy.** We are considering new ways we can provide unit service, program, and membership to our Scouting districts, units, and families. For example, perhaps we could encourage more training and high-touch program events (such as camporees) at the service area level. As another example, perhaps we could establish tiger teams focused on specific needs (such as starting new Cub Scout units) at the service area or council level.

The alignment committee has completed the following planned steps:

- Conducted guided listening sessions for district leaders in each service area to listen to ideas on how our council can exponentially grow membership and provide excellent service.
- Worked with district key 3s to objectively identify/quantify strengths and weaknesses at the district and council level.
- Analyzed demographics and school boundaries, to see where we could expect growth and where families go to school.
- Developed recommendations (reflected in this document).
- Communicate recommendations with district leaders and professionals to receive additional feedback.
- Propose vetted recommendations to the Council board for approval.

Recommendations

The Organizational Alignment committee proposes the following recommendations to align our council more closely towards youth membership growth.

ID	Recommendation	Connection with Youth Membership Growth
<i>R1</i>	Vice President for District Operations starts conducting district committee training in each service area annually, with assistance from Service Area Key 3 leaders.	Trained district committee members who have connected with peers and resources improves district membership and program activities.
<i>R2</i>	Vice President for District Operations starts publishing a catalog of council-provided resources for districts on a quarterly basis for District Chair awareness.	Better connecting district committee members with their peers improves council-wide coordination and collaboration.
<i>R3</i>	Vice President for District Operations works with the Director of Field Services to establish a formal district executive mentoring program for early career field staff with volunteers serving as mentors.	The mentorship program may reduce field staff turnover and increase field staff skills. Helps connect our board members with the mission of Scouting.
<i>R4</i>	Vice President for Program Impact names a Program Coordinator and Training Coordinator for each service area to coordinate additional high-effort in-person program and training events (such as Camporees or Introduction to Outdoor Leadership Skills trainings) in each service area.	Holding high-effort program and training events at the service area level is more efficient with scarce volunteer resources and allows district committees to focus more on youth membership growth. Increasing the

ID	Recommendation	Connection with Youth Membership Growth
		number of service areas allows these events to be local.
R5	Vice President for Program Impact ensures all in-person program and training events across the council at both the service area and district level are publicized in the proposed monthly council newsletter.	There is a strong correlation between trained leaders and unit membership growth/retention. More opportunities to join in-person training will increase the number of trained leaders.
R6	Vice President for Program Impact works to improve the timeliness, accuracy, and transparency of adult recognition awards.	Rewarding volunteers for their service increases their motivation to do more.
R7	Vice President for Membership focuses membership recruitment efforts primarily on the three counties with the highest total available youth and the lowest youth served percentages: Prince George’s, Loudoun, and Prince William.	Successful membership growth in these underserved but large markets will significantly boost the council’s overall youth membership total.
R8	Vice President for Membership continues the New Pack Tiger Team initiative, which provides experienced leaders from the council level to districts who wish to form new Cub Scout Packs.	Starting new Cub Scout Packs is a strong engine of youth membership growth, and applying the Tiger Team’s best practices will improve retention of youth and units.
R9	Vice President for Outdoor Adventure implements strategies to increase attendance at council camps.	Increased camping attendance improves youth retention and provides funds needed to support additional field professionals who can focus on youth membership growth.
R10	Vice President for Marketing & Communications publishes a monthly newsletter which includes a report from each council committee along with contact information and key dates, including available program and training events at the service area and district levels	Trained district committee members who connect with peers and resources improves district membership and program activities.
R11	Council Commissioner asks district commissioners and unit commissioners to share these recommendations with units.	Council commissioners are best suited to serve as the change agents for any major change.
R12	Director of Field Service will implement strategies to increase field staff recruitment; retention; career progression; and community engagement.	A district executive who has time to nourish connections to the community can be a strong engine of youth membership growth.
R13	Deputy Scout Executive continues to schedule executive-level meetings with school district superintendents to “open doors”.	Youth membership recruiting, especially with Cub Scouts, is more effective in supportive schools.
R14	The Organizational Alignment Committee’s district alignment recommendations will ensure district names avoid cultural appropriation and references to slavery.	Promoting a culture where each youth, volunteer, and employee feels a sense of belonging will ensure we can serve all youth in our communities.
R15	The Organizational Alignment Committee’s district alignment recommendations will propose district boundaries in lower population density areas that are constructed from one or more whole counties.	Local community leaders strongly identify with their counties, and mirroring the county structure in our council districts better allows district leaders to represent Scouting in their

ID	Recommendation	Connection with Youth Membership Growth
		community. Strong community ties are essential for youth membership growth.
R16	The Organizational Alignment Committee’s district alignment recommendations will propose district boundaries in higher population density areas (e.g., Fairfax County and Montgomery County) that correspond to school district administrative boundaries.	Having council districts that mirror school district administrative boundaries ensures that as youth progress in units through the Scouting program that they can stay with their friends who attend the same schools, which should increase youth retention.
R17	The Organizational Alignment Committee’s district alignment recommendations will propose district boundaries that should have a sufficient district volunteer pool to fully staff the district committee.	Having a fully staffed district committee improves program and membership.
R18	<p>The Organizational Alignment Committee’s district alignment recommendations will propose these naming guidelines:</p> <ul style="list-style-type: none"> • Districts composed of one county should be named after that county (e.g., “Prince William District”). • Districts composed of more or less than one county should be named after a prominent geographical feature. • Districts whose boundaries have been significantly redrawn should be renamed. • Services Areas are composed of more than one district, and will be identified by colors (e.g., “Service Area - Blue”). 	Names which follow these guidelines will strengthen the ties our members have to the communities we serve.
R19	The Organizational Alignment Committee’s service area alignment recommendations will cluster districts into service areas near each other and which serve similar communities.	Sharing best practices and conducting high-effort program and training events will be more efficient with clustered service areas.
R20	The Organizational Alignment Committee’s district and service area alignment recommendations will include a Phase 1 to be implemented in the short-term, and a Phase 2 to be implemented when our council reaches a target of 42,000 youth members.	Planning for growth will provide a roadmap for continuing the growth trajectory.
R21	The Organizational Alignment Committee’s target is 1 Youth Serving Executive (YSE) for every 32,000 total available youth (TAY), which is roughly equivalent to the national BSA ratio in 2019 before the effects of COVID and the bankruptcy reduced the ratio. With ~1,050,000 TAY in NCAC in 2023, the target for YSE is 33 field staff.	A full field staff can build the community connections and provide the unit service needed to start units and retain youth membership.
R22	The Organizational Alignment Committee strongly encourages multi-county districts to spread district-level meetings and events evenly across the counties.	Holding meetings and events in different counties increases engagement and access to resources for volunteers across the district.
R23	Director of Field Service will implement strategies to increase Scouting CARES program.	Scouting CARES gives leadership and emphasis in creating Scouting programs where they might not otherwise thrive in the National Capital Area Council. Scouting

ID	Recommendation	Connection with Youth Membership Growth
		CARES expands Scouting programs to all youth and espouses the belief that Scouting is inclusive and available to all.
<i>R24</i>	Within 28 days after these recommendations are approved by the council board, the Service Area Key 3 will collaborate with the District Key 3s in each service area to recommend allocating units to the new districts. The council will make the final judgement on which units are allocated to which districts, based on the administrative convenience of the council.	Ensuring continuity of support for units as districts are aligned ensures service to youth remains forefront.

District Alignment Recommendations

Through the Committee’s analysis, it expects future population growth to continue along I-270 north into Frederick County, I-66 west into Prince William County, and I-95 south into Fredericksburg.

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The districts in Montgomery County, based on feedback from the Montgomery County District Key 3 members, have been slightly adjusted to reflect Montgomery elementary school regions. This process identified a critically underserved area in a “salient” in eastern Gaithersburg between White Oak and Seneca. White Oak graciously transferred this area to Seneca with the thought that Seneca was in a better position to serve this community.

In addition, based on a total available youth (TAY) metric and potential for growth, the Committee recommends Prince William, Goose Creek (Loudon County), Patuxent (Prince George’s County) Districts as focal area for growth.

Current District	Recommendation
<i>Chain Bridge</i>	Combine Arlington County and City of Alexandria. Move McLean and Langley High Schools to Powhatan. Rename district to prominent geographical feature.
<i>Colonial</i>	Picks up Annandale to offset unit loses from City of Alexandria. Move low population density South County High School to Patriot. Rename district to prominent geographical feature.
<i>George Mason</i>	Picks up Falls Church and Justice High Schools. Transfers area north of 267 which is Langley High School to Powhatan. Transfers Oakton High School to Powhatan. Rename district to prominent geographical feature.
<i>Old Dominion</i>	Merge into other newly formed districts in Fairfax County.
<i>Patriot</i>	Picks up South County HS and West Springfield HS. Rename district to prominent geographical feature.
<i>Washington DC</i>	No changes.
<i>Aquia</i>	No changes. The committee considered combining Aquia and Mattaponi but thinks that future population growth will necessitate two districts in this area.
<i>Goose Creek</i>	Rename district to “Loudoun”.
<i>Mattaponi</i>	No changes. The committee considered combining Aquia and Mattaponi but thinks that future population growth will necessitate two districts in this area.
<i>Piedmont</i>	No changes.
<i>Powhatan</i>	Picks up Langley and Oakton High Schools. Transfers part of Westfield and Chantilly High School to Sully. Picks up Fairfax City and High School. Rename district to prominent geographical feature.
<i>Prince William</i>	No changes.
<i>Sully</i>	Picks up all of Westfield, Chantilly, and Centreville High Schools. Rename district to prominent geographical feature.
<i>Patuxent</i>	Move Charles County units into Western Shore, rename Patuxent to Prince George’s.
<i>Potomac</i>	Align units with Montgomery County Public Schools administrative regions.
<i>Seneca</i>	Align units with Montgomery County Public Schools administrative regions. Rename district to prominent geographical feature.
<i>Western Shore</i>	Move Charles County units into Western Shore, consider renaming district to prominent geographical feature.
<i>White Oak</i>	Align units with Montgomery County Public Schools administrative regions.
<i>USVI/Direct Service</i>	No changes.
<i>Francis Scott Key</i>	Rename district to “Frederick”.

Service Area Alignment Recommendations

Phase 1 (Current to 42,000 youth members)

Service Area	Recommendation
<i>Blue</i>	Chain Bridge, Washington DC, Patuxent (Prince George’s), Western Shore
<i>Yellow</i>	White Oak, Seneca, Potomac, Francis Scott Key (Frederick), Goose Creek (Loudoun), USVI/Direct Service
<i>Red</i>	Prince William, Piedmont, Aquia, Mattaponi
<i>Green</i>	Powhatan, Colonial, George Mason, Patriot, Sully

Phase 2 (42,000+ youth members)

Service Area	Recommendation
<i>Blue</i>	Chain Bridge, Washington DC, Patuxent (Prince George’s), Western Shore
<i>Yellow</i>	White Oak, Potomac, Seneca, USVI/Direct Service
<i>Red</i>	Prince William, Piedmont, Aquia, Mattaponi
<i>Green</i>	Powhatan, Colonial, George Mason, Patriot, Sully
<i>Purple</i>	Francis Scott Key (Frederick), Goose Creek (Loudoun)

Appendix A – District Staffing Structure – Phase 1

This staffing structure is based on Current Talent & 2024 Budget.

Step	Service Area – Blue	Service Area – Yellow	Service Area – Red	Service Area - Green	Initiatives
<i>Entry Level (DE)</i>	4	4	3	4	Scouting C.A.R.E.S. (1)
<i>Mid-Level (SDE)</i>	1	1		1	
<i>Entry Manager (DD)</i>		1			Workforce Development (1)
<i>Middle Manager</i>	1	1	1	1	
<i>Sub-Total</i>	6	7	4	6	2
<i>Senior Manager</i>	Director of Field Services (1)				
<i>Total</i>	26				

Appendix B – District Staffing Structure – Phase 2

This staffing structure is based on a staffing target of 33 field staff from R21 and will require budget increases.

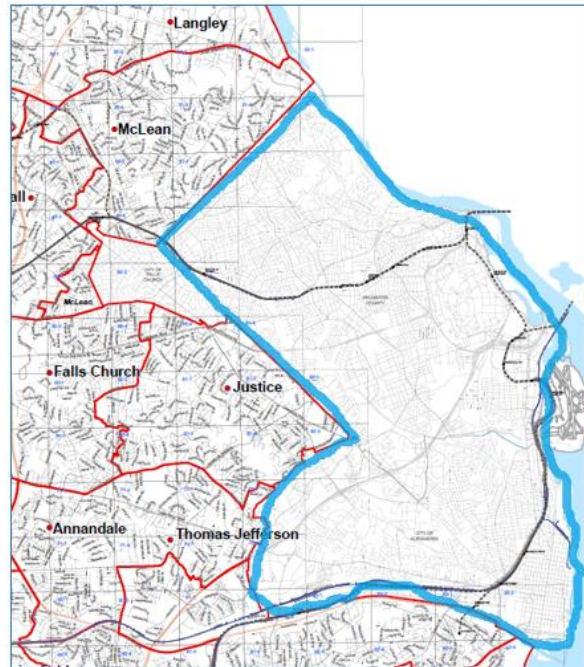
Step	Service Area – Blue	Service Area – Yellow	Service Area – Red	Service Area - Green	Service Area - Purple	Initiatives*
<i>Entry Level (DE)</i>	3	2	2	3	1	Scouting C.A.R.E.S., S.T.E.M. Exec., Exploring Exec. (3)
<i>Mid-Level (SDE)</i>	2	1	2	2	2	
<i>Entry Manager (DD)</i>	1	1	1	1	1	
<i>Middle Manager</i>	Senior Field Director (1)	Field Director (1)		Field Director (1)		Assistant Director of Field Services (1)
<i>Sub-Total</i>	7	5	5	7	4	4
<i>Senior Manager</i>	Director of Field Services (1)					
<i>Total</i>	33					

**Initiatives Staff may see growth due to philanthropic support overseen by the Development Department.*

Appendix C – Proposed District Boundaries

Within Fairfax County, the adjustments here realign current District boundaries to accommodate the distribution of Old Dominion units. Priority was provided to High School boundaries, but not limited to the currently defined Fairfax School lines; in some cases (noted with blue circles), primary roads were chosen for cleaner mapping. Because of the pyramid structure in Fairfax County Public Schools, aligning by High School boundaries indirectly aligns by Elementary School Boundaries which is the focus for Cub Scout youth membership growth.

Chainbridge District adjustment



Rationale:

- one Dist to engage Arlington County and the City of Alexandria
- Give Langley and McLean HSs to Powhatan

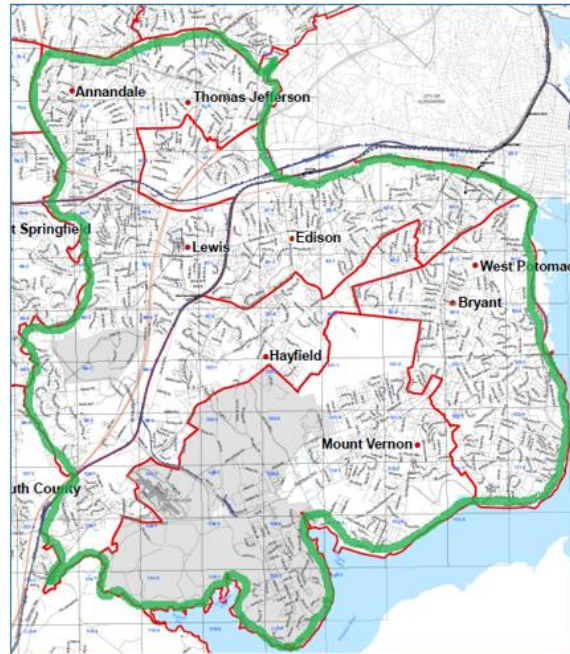
Pros:

- alignment with count/city government and better HS boundary consideration
- only dealing with two school authorities

Cons:

- moves Alexandria City from Colonial, requires unit offset
- North South transport is limited

Colonial District adjustment



Rationale:

- Picks up Annandale and south to offset unit losses
- lowly inhabited South Country HS is shifted to Patriot Dist. where HS resides

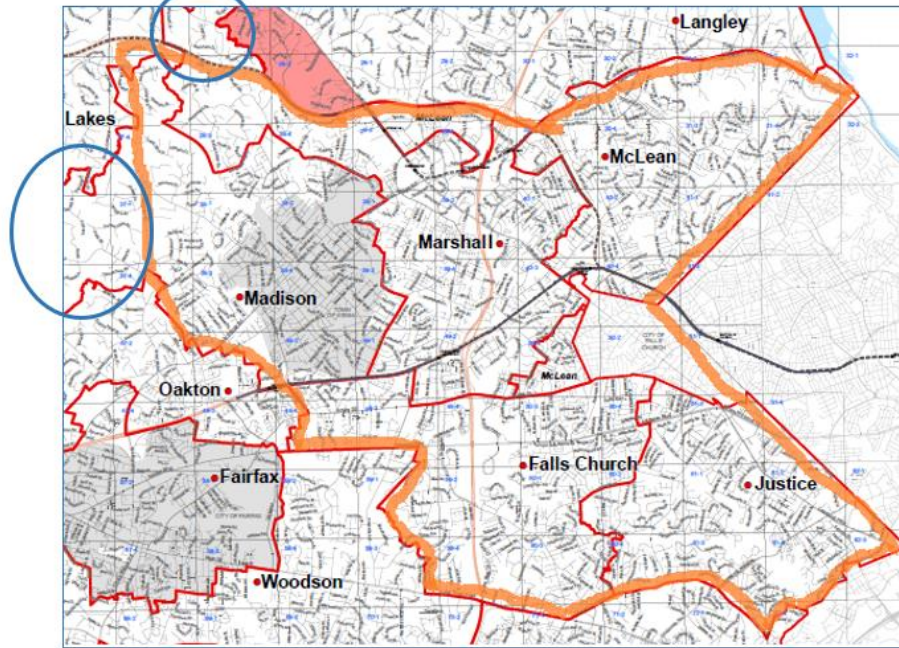
Pros:

- alignment with HSs

Cons:

- District loses 50% of current committee volunteers to new Chainbridge District

George Mason District adjustment



Circles represent where roads (straight lines) were chosen over HS boundary

Rationale:

- Picks up Falls Church and Justice HSs
- Transfers area north of 267 back to Langley HS (Powhatan Dist)
- Transfers Oakton HS proper back to area with students (Powhatan Dist)

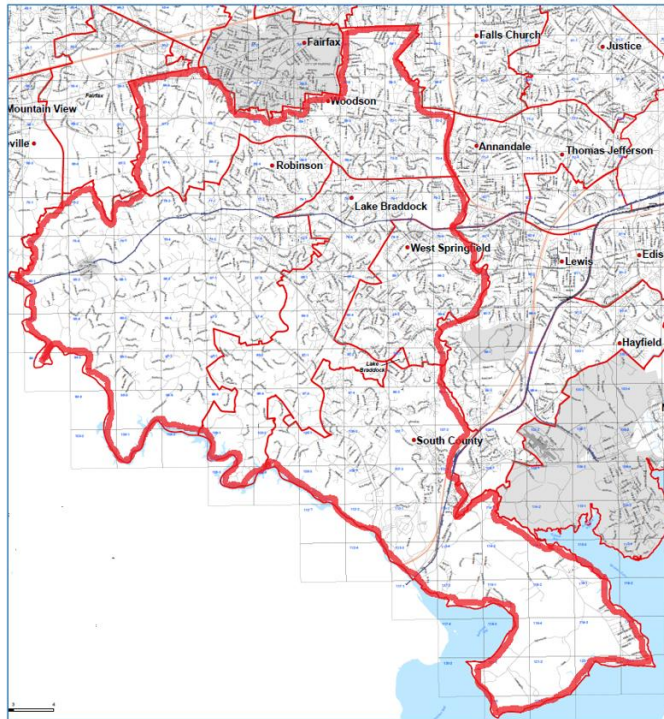
Pros:

- alignment with HSs
- picks up areas uncovered by reallocation of Old Dominion

Cons:

-

Patriot District adjustment



Rationale:

- Picks up South County HS and West Springfield HS

Pros:

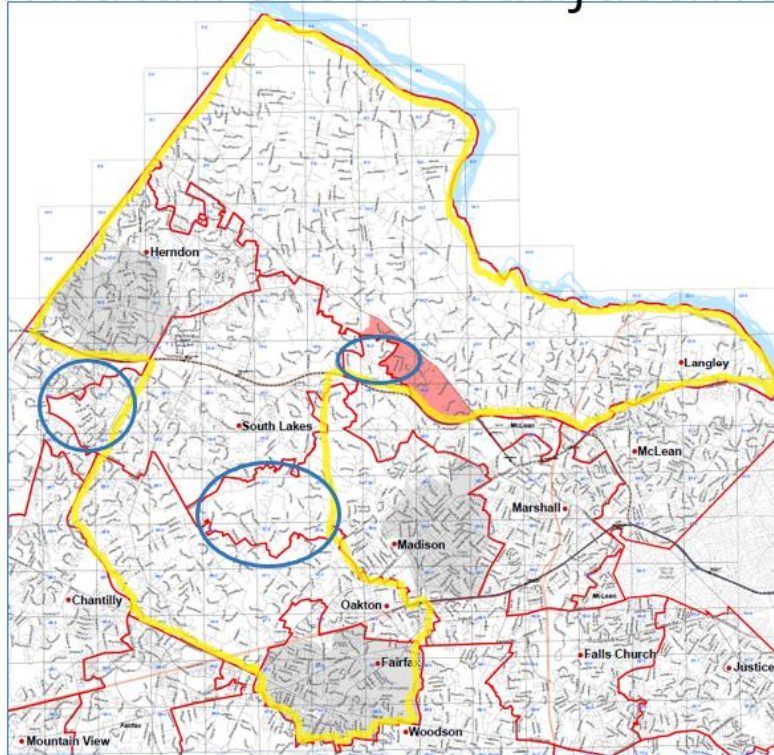
- alignment with HSs
- picks up areas uncovered by reallocation of Old Dominion

Cons:

-

Rough order of magnitude net change:
Packs ~ +10
Troops ~ +11
Crews ~ + 2
Ships ~ +1

Powhatan District adjustment



Rationale:

- Picks up all Langley HS, and Oakton HS
- Transfers part of Westfield and Chantilly HS to Sully
- Picks up Fairfax City and HS

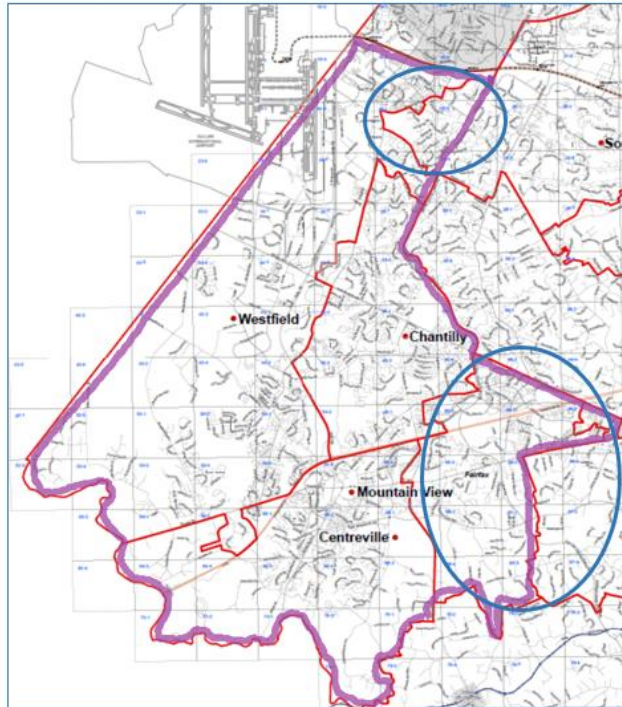
Pros:

- alignment with HSs

Cons:

-

Sully District adjustment



Rationale:

- Picks up all of Westfield, Chantilly, and Centerville HSs

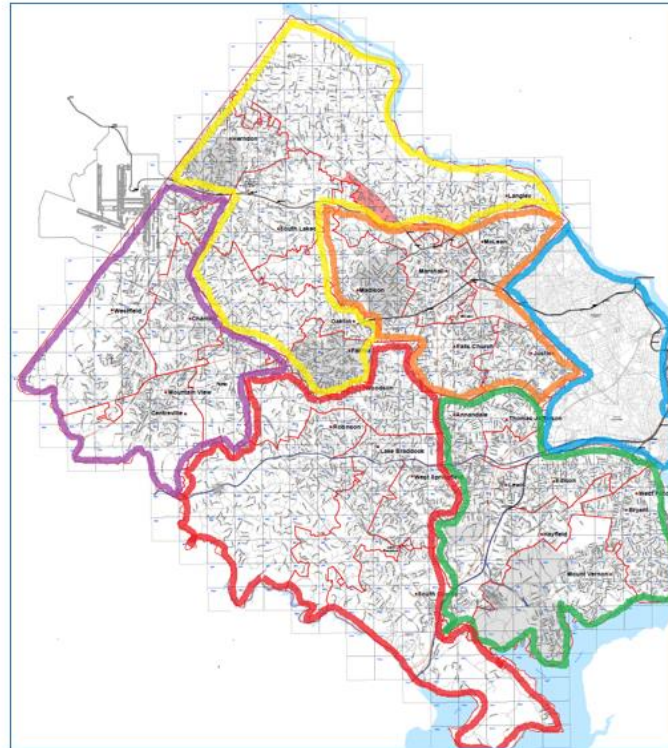
Pros:

- alignment with HS boundaries

Cons:

-

Proposed future state



Within Montgomery County, the adjustments reflect consensus is that elementary school locations are of greatest concern when laying out scout service areas. Additionally new high schools are to be brought online in the next two years so the administrative groupings of the school district are likely to change.

Montgomery County Schools are organized in clusters and consortia, with many schools shared between the administrative groupings. Clusters look more like the school district "pyramids" we have discussed with elementary and middle schools feeding high schools directly. Consortia place all of these types of schools in a big bag so attendance at a particular elementary school does not necessary imply matriculation to a specific high school. It should suffice to say that consortia are big clusters.

With a few exceptions entire clusters and consortia fit within the existing district borders. The assignments are basically the following:

Seneca District

- Clarksburg Cluster
- Damascus Cluster
- Gaithersburg Cluster
- Poolesville Cluster
- Quince Orchard Cluster
- Northwest Cluster
- Seneca Valley Cluster
- Watkins Mill Cluster

Potomac District

- Bethesda-Chevy Chase Cluster
- Richard Montgomery Cluster
- Rockville Cluster* (shared with White Oak)
- Thomas Wootton Cluster
- Walt Whitman Cluster
- Walter Johnson Cluster
- Winston Churchill Cluster

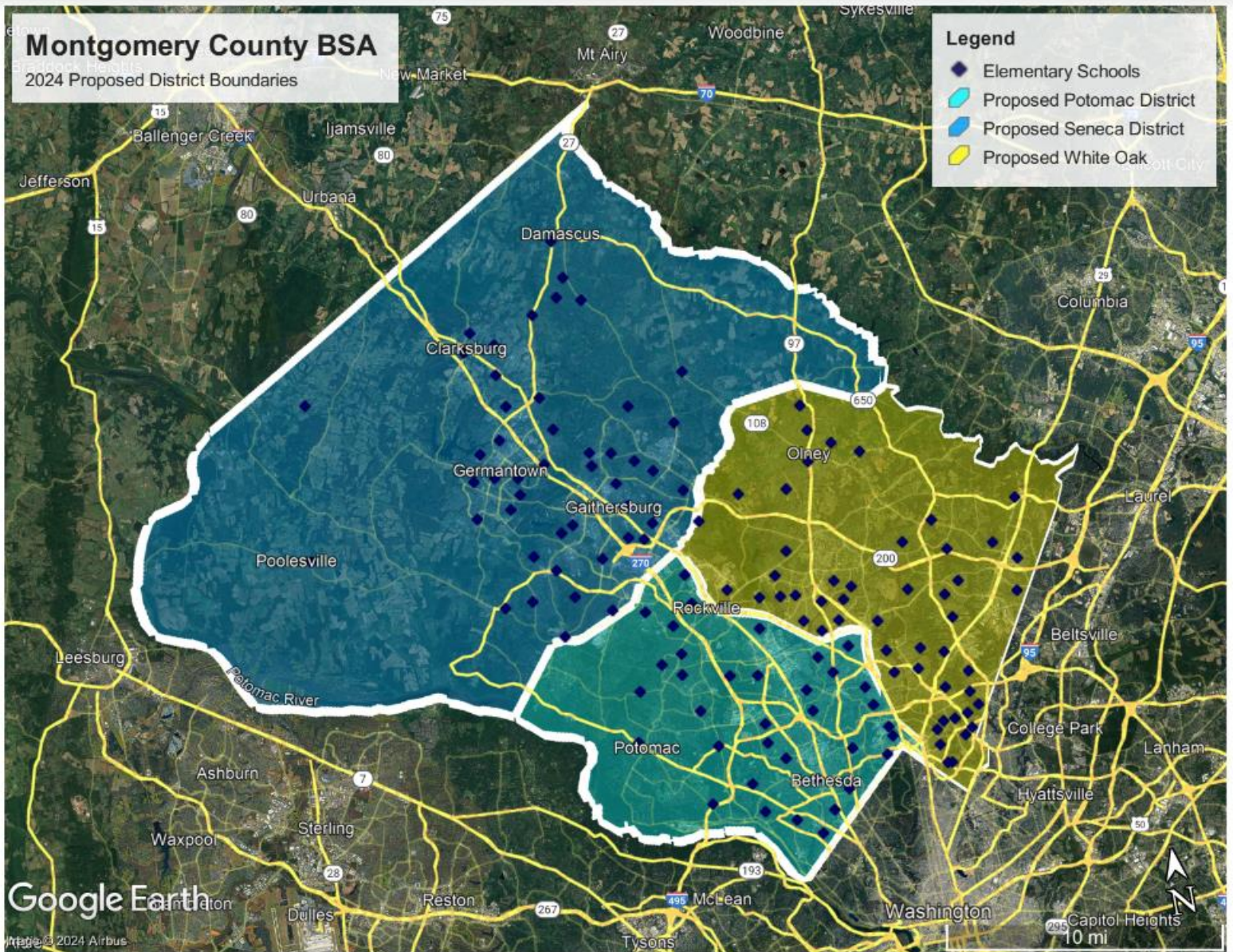
White Oak District

- Col Zadok MacGruder Cluster
- Downcounty Consortium* (shared w/Potomac)
- Northeast Consortium
- Sherwood Cluster

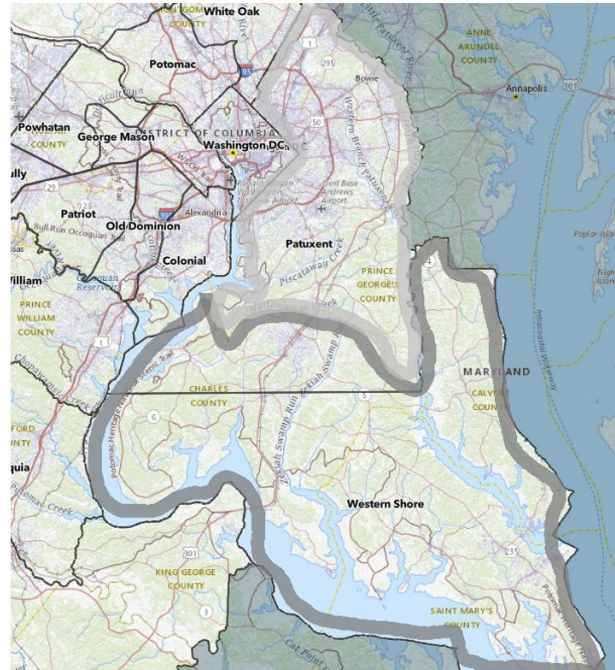
The Montgomery County District Key 3 leaders identified a dramatically underserved area in Montgomery Village and as a team recognize that it would be beneficial for a single district to “own” this area as a focus.

This area should be part of Seneca district so the Seneca/White Oak boundary is adjusted to suit this assignment, running along Muncaster/Redland Road from Rt 108 to Rt 355 in Derwood.

The Montgomery County District Key 3 team requests that the cub pack tiger team devote attention to this area.

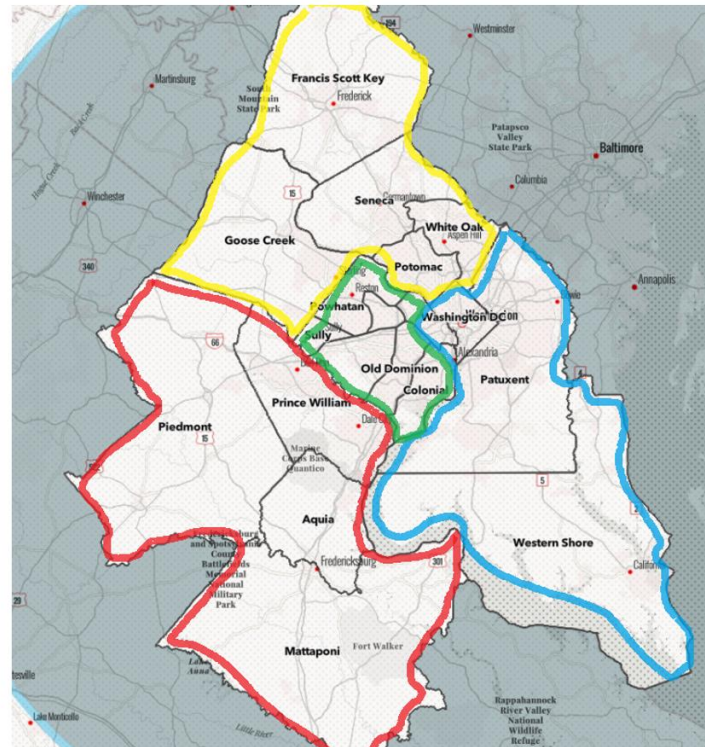


Western Shore and Patuxent shift

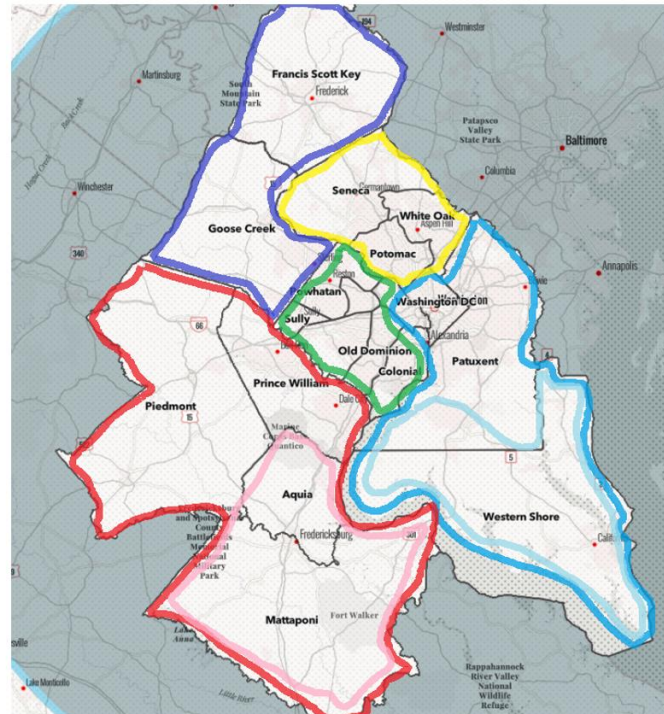


Appendix D – Proposed Service Area Boundaries

Phase 1 Service Area Alignment



Phase 2 Service Area Alignment



Appendix E – Current Schools per Executive Ratios

District Name	Elementary	Middle	High School	Private/Charter/Other Schools	Total Schools	Executives	Schools Per Executive	Elementary Schools Per Executive
<i>Chain Bridge</i>	28	8	5	10	51	1	51	28
<i>Colonial</i>	44	11	11	17	83	1	83	44
<i>George Mason</i>	27	4	10	5	46	1	46	27
<i>Old Dominion</i>	24	3	3	4	34	0	--	--
<i>Patriot</i>	15	5	3	5	28	1	28	15
<i>Washington, D.C.</i>	81	16	16	75	188	1	188	156
<i>Aquia</i>	18	8	5	19	50	1	50	18
<i>Goose Creek</i>	52	17	18	68	155	1	155	52
<i>Mattaponi</i>	25	11	8	18	62	0	--	--
<i>Piedmont</i>					0	0	--	--
<i>Powhatan</i>					0	1	0	0
<i>Prince William</i>	64	19	15	5	103	1	103	64
<i>Sully</i>					0	1	0	0
<i>Francis Scott Key</i>	38	13	12	9	72	1	72	38
<i>Potomac</i>	46				46	1	46	46
<i>Patuxent</i>	115	27	26	64	232	2	116	57.5
<i>Seneca</i>	46				46	1	46	46
<i>USVI</i>					0	1	0	0
<i>White Oak</i>	48	16	15		79	1	79	48
<i>Western Shore</i>	53	18	14	19	104	1	104	53

Appendix F – Current Cub Scout Market Share

The Total Available Youth (TAY) metric is available by ZIP Code. Our current district boundaries sometimes cross ZIP Code boundaries, so some rows in the table cover multiple districts (e.g., “Powhatan/George Mason/Patriot”).

Based on these averages, R7 recommends the follow districts as focal areas for growth:

- Prince William, increase from 2.2% to 6% (+1,763 Cub Scouts)
- Goose Creek (Loudon), increase from 3.3% to 6% (+1,070 Cub Scouts)
- Patuxent (Prince George’s), increase from 0.7% to 3% (+1,811 Cub Scouts)

Service Area / District	Sum of Total Cub Scout TAY	Sum of Total Cub Scout Members	% Cub Scout Market Share
DC-VAC	134,132	5,746	4.3%
<i>Washington, D.C.</i>	43,993	718	1.6%
<i>Old Dominion</i>	12,221	797	6.5%
<i>Patriot</i>	15,072	1,059	7.0%
<i>George Mason</i>	15,173	900	5.9%
<i>Colonial</i>	28,968	1,164	4.0%
<i>Chain Bridge</i>	18,705	1,108	5.9%
DC-VAC	1,287	72	5.6%
<i>Powhatan/George Mason/Patriot</i>	1,287	72	5.6%
MD USVI	201,961	4,035	2.0%
<i>FSK</i>	19,654	501	2.5%
<i>Patuxent</i>	79,816	583	0.7%
<i>Western Shore</i>	21,537	632	2.9%
<i>White Oak</i>	27,114	633	2.3%
<i>Potomac</i>	24,469	1,085	4.4%
<i>Seneca</i>	29,371	601	2.0%

<i>VA South</i>	151,616	4,347	2.9%
<i>Goose Creek</i>	39,687	1,311	3.3%
<i>Prince William</i>	46,146	1,005	2.2%
<i>Piedmont</i>	9,586	169	1.8%
<i>Goose Creek/Piedmont</i>	271	6	2.2%
<i>Sully</i>	6,982	285	4.1%
<i>Piedmont/Prince William</i>	134	4	3.0%
<i>Sully/Powhatan</i>	1,855	76	4.1%
<i>Powhatan</i>	14,227	668	4.7%
<i>Prince William/Aquia</i>	727	34	4.7%
<i>Mattaponi</i>	18,055	293	1.6%
<i>Aquia</i>	13,757	491	3.6%
<i>Grand Total</i>	489,701	14,201	2.9%