
FIELD OFFICE OPERATIONS GUIDE

UPDATED 2021

american
CAMP
association®

The Field Office Operations Guide serves as the framework for operations for each Local Council of Leaders. The guide consists of two sections:

Operations – Operations describes the recommended framework for each Local Council of Leaders to create a level of consistency organization-wide while respecting the unique differences from office to office.

Resources – A collection of documents, charts, graphs, and other materials to assist in implementing the operations outlined above.

Table of Contents

LCOL PURPOSE STATEMENT	3
LCOL TASK AND AUTHORITY.....	4
Development of the Local Office Strategic Operations Plan	4
CORE SERVICES	5
COMPLEMENTARY SERVICES.....	6
LCOL STRUCTURE	7
COMMITTEES, TASK FORCES, AND WORK GROUPS.....	9
SELECTION OF LCOL CHAIR AND OTHER LCOL LEADERS	10
TENURE.....	11
REGULAR MEETINGS	13
NATIONAL COUNCIL OF LEADERS: What is the National Council of Leaders?	14
Selection Of LCOL Representation to the NCOL	14
ACA STAFF SUPPORTING THE WORK OF LOCAL OFFICES	15
ROLE OF THE VOLUNTEER ENGAGEMENT COMMITTEE AND LOCAL OFFICES	16
LCOL FISCAL GUIDELINES	17
LOCAL OFFICE FUNDRAISING.....	18
LOCAL OFFICE SCHOLARSHIPS/CAMPERSHIPS	19
LCOL USE OF RESERVE FUNDS.....	20
LCOL CODE OF CONDUCT and CONFLICT OF INTEREST DISCLOSURE.....	21
COMMUNICATIONS GUIDELINES.....	22
RESOURCES	24

OPERATIONS

LCOL PURPOSE STATEMENT

- The American Camp Association Board of Directors is responsible for governing the association in partnership with the president and chief executive officer (president/CEO).
- The president/CEO is responsible for Association operations and delegates responsibilities to staff and volunteers.
- Twenty American Camp Association Local Councils of Leaders (LCOL) guide the local implementation of core association services, programs, as well as outreach and engagement activities with the support of staff and the Volunteer Engagement Committee (VEC).
- The National Standards Commission (NSC) is an operational commission established by the ACA Board of Directors to develop, monitor, and implement standards and the association's accreditation program. Through the Standards Administration Manual (SAM), the authority of the NSC outlines local office responsibilities and requirements related to the accreditation program.
- The president/CEO has delegated the following operational authority to each LCOL:
 1. To work in partnership with the ACA field staff to plan and deliver the core services to members and customers.
 2. To provide additional services (complementary services) as determined by the LCOL aligned with the strategic priorities and vision of ACA, Inc. that serve the needs of the local members.
 3. Selection of the chair of the Local Council of Leaders and other LCOL leaders.
 4. Recruitment of volunteers to participate in the delivery of core services, programs, complementary services, and outreach at the local level.
 5. Identify priorities in the local office area in alignment with ACA's mission and strategies to influence resource allocations in the budget-making process.
 6. Joint approval with ACA's chief financial officer (CFO) of the use of the reserves from the former Section identified with the current field office.
 7. Selection of alternate LCOL representative based on the National Council of Leaders (NCOL) operating code.

LCOL TASK AND AUTHORITY

Following are the tasks and authority delegated by the president/CEO to the LCOL as outlined in the purpose statement.

1. **Delivery of Core Services:** All local field offices and LCOLs will provide the six core services to their local area in partnership with ACA staff. Complementary services are encouraged to meet the local office needs. Complementary services must align with the strategic priorities and vision of ACA.
2. **Strategic Planning:** To anticipate the needs of local members and to plan for delivery of core services, complementary services, and other responsibilities, each field office should develop and implement a strategic operations plan to guide the work of the field office with the support of the appropriate regional director.

Accreditation: Responsibilities of the Local Council of Leaders are set forth by the National Standards Commission and are defined in the Standards Administration Manual and can be found at ACAcamps.org/about/leadership/volunteers/national-standards-commission

Development of the Local Office Strategic Operations Plan

1. The individual LCOL is made up of dedicated volunteers assembled with the following purpose and call to action:
 - a. Provide local structure and delivery to further the strategic priorities and vision of ACA, Inc.
 - b. Act as a conduit for communication and transfer of information to and from the local membership to the ACA National Council of Leaders.
2. ACA's Board of Directors has set three end statements toward accomplishing its mega end statement: "Enriching Lives through the Camp Experience":
 - a. Value: There will be greater public understanding of and support for the value of the camp experience.
 - b. Number: An increasing number of children, youth, and adults of all social, cultural, and economic groups will have a camp experience.
 - c. Quality: The camp experience will be of high quality.
3. The LCOL will develop a local plan that integrates national ACA strategies and includes local priorities. Once the goals have been adopted, the LCOL will:
 - a. Develop strategies and deadlines to accomplish the tasks in the plan.
 - b. Develop work groups or committees to be responsible for specific portions of the plan.
 - c. Review the plan annually to determine effectiveness and changes.

CORE SERVICES

1. Accreditation Services

Ensure the delivery of the accreditation program in the assigned geographic area through the use of the Standards Administration Manual. *Volunteer roles may include acting as a visitor, standards instructor, or mentor, and participating on the Standards/Accreditation Committees.*

2. Community and Business Development

Contribute to the growth of the Association by building relationships through communicating the value of the camp experience with individuals, businesses, and community partners. *Volunteer roles may include requested multimedia events, networking, attending other events to support these relationships, and participating on the Community and Business Development Committee.*

3. Government Relations

Monitor local and state laws and regulations, share information, and educate camp professionals, community partners, and government agencies locally and nationally. Implement advocacy strategies in alignment with ACA guidelines and build relationships with local and state government agencies. Volunteer roles may include communicating key information within the camp community, educating community partners and government agencies locally and nationally, and participating in public hearings, related workgroups, and the Government Relations Committee.

4. Membership Recruitment and Retention

Grow the Association by outreach to and support of current and prospective individuals and camps. *Volunteer roles may include support of networking, mentoring others, and participating on the Membership Committee.*

5. Professional Development

Provide educational and networking opportunities to camp professionals and other allied professionals committed to the success of the camp experience that address educational needs, emerging issues, as well as topics specific to the local area. *Volunteer roles may include collaborating with other organizations and field offices, supporting the delivery of programming, and participating on the Professional Development Committee.*

6. Volunteer Engagement and Development

Implement and manage a volunteer development system including: cultivation, recruitment, training, support, and recognition to ensure delivery of local services. *Volunteer roles may include the cultivating, training, supporting, and recognizing potential and current volunteers, and participating on the Volunteer Engagement Committee.*

COMPLEMENTARY SERVICES

Complementary services allow LCOLs to meet the needs of the local area and promote growth of the Association through innovation that incorporates local culture and creativity. These complementary services must align with the ACA mission, vision, end statements, and ACA's strategic priorities.

Examples of complementary services that have been offered include:

- Camps on Campus educational programming or networking
- Day camp educational programming
- Emerging professionals in camping (EPIC) events and educational programming
- Health and wellness programming
- Local program grants
- Research education and support
- Providing scholarships to camp staff attending educational events
- Campership programs to send more children to camp
- Social media efforts
- School-camp partnerships

LCOL STRUCTURE

The recommended **minimum** LCOL structure is as follows:

1. **LCOL Chair** — A person (or people) who:
 - a. Works with the rest of the LCOL, the field staff, and the Volunteer Engagement Committee to provide the six core services and complementary local services agreed upon by the LCOL.
 - b. Ensures the tasks of the LCOL are met following the LCOL work plan, yearly plan, strategic operational plan, etc.
 - c. Ensures communication is happening in all levels of the field office, using all tools available, such as ACA Connect, Facebook page, e-newsletters, emails via Informz.
 - d. Works with the LCOL to broaden the input into decision-making by forming and developing committees, advisory panels, task groups, and so on to meet the needs of a local area.
 - e. Serves as the primary representative to the NCOL as stated in the NCOL operating code.
 - f. Works with the field staff to schedule, plan, coordinate, and chair all meetings/gatherings of the LCOL as needed and document meetings as needed (action plans, voting results, etc.).
2. **Accreditation and Standards Leader** — A person (or people) who has been selected to serve as the leader (or leaders) of the ACA accreditation/standards initiatives in the local area. This leader may or may not be the standards chair and must serve on the Local Office Standards Committee.
3. **Community and Business Development Leader** — A person (or people) who has been selected to serve as the leader (or leaders) of ACA community and business development initiatives in the local area.
4. **Government Relations Leader** — A person (or people) who has been selected to serve as the leader (or leaders) of ACA government relations initiatives in the local area.
5. **Membership Recruitment and Retention Leader** — A person (or people) who has been selected to serve as the leader (or leaders) of ACA membership development and retention initiatives in the local area.
6. **Professional Development Leader** — A person (or people) who has been selected to serve as the leader (or leaders) of ACA professional development initiatives in the local area.
7. **Volunteer Engagement Leader** — A person (or people) who has been selected to serve as the leader (or leaders) of ACA volunteer engagement and development initiatives in the local area.

LCOL STRUCTURE, continued

All LCOL positions shall have service descriptions that can be found in the Resources section at the end of this document.

Each LCOL has in its purview to:

- 1.** Determine other additional LCOL leaders. Examples of the person (or people) that may be added to the LCOL are:
 - a.** Regional or state representatives
 - b.** At-large members (leadership responsibility for these members is encouraged)
 - c.** Complementary services leader

- 2.** Determine if the above leader(s) should have multiple responsibilities. Some examples may be:
 - a.** The LCOL chair also serves as the leader for government relations initiatives
 - b.** The membership development leader(s) also serves as the leader for community and business development initiatives

COMMITTEES, TASK FORCES, AND WORK GROUPS

Development of committees, task forces, and work groups is encouraged to support the work of each core service or complementary service area as determined by the LCOL.

1. Each committee, task force, or work group should have a defined purpose and clear expectations for the work to be done.
2. The LCOL will determine if a committee leader shall sit on the LCOL. If so, that person will follow the tenure guidelines of the LCOL members.
3. Committees may exist for a specified period or in perpetuity.
4. Committee development and volunteer committee member recruitment should be done in concert with the person or people responsible for volunteer development for the LCOL.

SELECTION OF LCOL CHAIR AND OTHER LCOL LEADERS

LCOL chairs and LCOL leaders shall be selected by the existing LCOL in partnership with the staff team. Open positions may be posted via ACA Connect, Volunteer Center, targeted ACA emails, local office newsletters, and social media. Each LCOL position shall have a service description that includes skills and competencies necessary for the position. The LCOL may choose to assign the cultivation and vetting of candidates to a volunteer development leader and committee to coordinate the process and make recommendations to the LCOL for final approval.

For the standards chair position (from the Standards Administration Manual):

LCOL chair (or board for affiliates) appoints or selects a standards chair.

Standards chair recommends standards committee for approval by the local leadership. Often this group is made up of standards instructors and experienced visitors.

With the exception of the standards chair, this process shall be the same for all leaders who wish to serve on the LCOL.

TENURE

Terms are considered a best practice when organizing leadership positions. Use of tenure terms is widely seen to promote recruitment of new volunteers, develop new and future leaders, provide feedback, support transition opportunities, promote new leadership opportunities for current leaders, and all in all lead to healthier organizations. As such, LCOLs are asked to implement leadership terms. Operational volunteers need time in their role to understand their role, take part in planning, and be able to deliver services to membership, while at the same time understanding the importance of developing future leaders and continually accessing new perspectives.

1. LCOL Chair

- a. LCOL chair shall hold a three-year (3-year) term and may serve two (2) consecutive terms — a total of six (6) years — in the same role before rolling off the LCOL for at least one (1) year.
- b. The LCOL chair term shall coincide with training offered by ACA provided every three (3) years. Term for the LCOL chair should start in the September prior to LCOL chair training offered by ACA, Inc.
- c. After serving as LCOL chair, the individual may be asked by the incoming LCOL chair to stay involved for six (6) months. After the six (6) months pass, the immediate past LCOL chair is required to step down as an LCOL leader for at least one (1) year. After the expiration of the year off, the volunteer may again be considered to serve on the LCOL.

2. Accreditation and Standards Leader

- a. The standards leader shall hold a three-year (3-year) term and may serve two (2) consecutive terms in the same role — for a total of six (6) years.

3. Other LCOL Leaders

- a. All other LCOL leaders shall hold a two (2) year term, with the ability to serve three (3) consecutive terms in the same role (for a total of six (6) years).
- b. LCOL leaders providing six (6) consecutive years of LCOL leadership will rotate off the LCOL for at least one (1) year, unless selected to serve as the LCOL chair. After the year off, past LOCL leaders may be considered again for an LCOL leadership position.

4. Term Extensions

- a. A one-year (1-year) extension may be added to an LCOL leader or chair's term in extenuating circumstances, with the approval of the majority of the LCOL.

5. Staggered Terms

- a. The LCOL should implement staggered leadership terms to avoid complete turnover of the LCOL membership.

TENURE, continued

6. Volunteer Leadership Succession Planning

Best practice for volunteer-led organizations is continual focus and effort on volunteer leadership identification, recruitment, orientation, coaching, recognition, succession planning, and releasing.

Leadership succession planning is a process of identifying and developing members and existing volunteers for leadership positions, who can assume leadership positions when a long-standing valued leader retires, tenures out, or seeks new opportunities locally or nationally.

It is an essential responsibility of successful leaders to identify, recruit, mentor, and support potential prospects to replace them and continue the valuable work they provide the association.

Local council chairs/leaders should make part of their annual agenda a process to achieve succession and member/volunteer development practices. Intentional leadership succession activities include these fundamentals:

- Identify key LCOL roles for succession in the future with dates for accomplishment.
- Define candidate competencies and motivational profiles required to undertake those roles.
- In collaboration with regional staff team and VEC liaison, identify pools of talent and candidates that could potentially fill and perform highly in key roles.
- Plan development experiences for potential volunteers to be ready for advancement into key roles – i.e., committee or task group involvement.

REGULAR MEETINGS

In order to conduct the business of the local office, the LCOL must schedule regular meetings to ensure tasks are completed and progress to goals is tracked. Meetings may be held via video conference, phone, or in person. At least one meeting a year should be in person for volunteers and regional director.

NATIONAL COUNCIL OF LEADERS

What Is the National Council of Leaders?

The National Council of Leaders (NCOL) is an assembly of local ACA leaders who serve as representatives of the camp, youth development, and educational communities. Members of the NCOL serve as an important communications, policy, and membership conduit between the ACA Board of Directors, executive staff, and local members. Members of the National Council of Leaders are a key source of information on strategy, policies, activities, and programs of ACA. As representatives of their constituencies, NCOL members are charged with bringing emerging issues, thoughts, concerns, and questions to the assembly that contribute to the success of ACA's mission.

Selection of LCOL Representation to the NCOL

The NCOL consists of one member from each Local Council of Leaders and Affiliate Board, preferably the chair of the LCOL or the Board president of an Affiliate who are selected by the LCOL or Affiliate Boards of which they are member.

Please Refer to Resources for Additional NCOL Information:

- NCOL Purpose Statement
- NCOL Operating Code
- NCOL Reimbursement Policy



ACA STAFF SUPPORTING THE WORK OF LOCAL OFFICES

Each region has a team of professional staff members who work in partnership with the volunteers in each local office to carry out the work of ACA. This includes staff “assigned by region” as well as staff who work with all regions.

Accreditation Staff

- a. Work in partnership with the local office volunteers to manage the accreditation program in accordance with the Standards Administration Manual

Membership Development Staff

- a. Serve as the concierge for ACA by connecting members to benefits and services
- b. Grow and retain the number of individual and camp members, customers, and prospects
- c. Bring camps into the accreditation program and support camp staff in the early stages of the accreditation process
- d. Work with local office volunteers and other staff to provide member growth and retention efforts, including through networking opportunities

Professional Development Staff

- a. Work in partnership with local office volunteers to plan and deliver professional development opportunities in alignment with ACA return on investment (ROI) and professional development goals
- b. Support all aspects of event content planning and management
- c. Work in conjunction with the ACA director of research to conduct educational and/or membership needs assessments and evaluations

Regional Directors

- a. Provide support to each LCOL
- b. Co-lead the regional staff team to meet the needs of the field
- c. Ensure resources are available to provide core and complementary services
- d. Work with local volunteers to increase business support through regional business affiliation, and sponsorship
- e. Work with each LCOL to determine local offices' complementary services and plans (annual and long-term)

ROLE OF THE VOLUNTEER ENGAGEMENT COMMITTEE AND LOCAL OFFICES

The Volunteer Engagement Committee (VEC) is an operational committee of the American Camp Association appointed by the president/CEO. The purpose of this committee is to provide volunteer-to-volunteer support across all local field and affiliate offices.

The objectives of the VEC fall in the following categories:

1. Volunteer cultivation and recruitment
2. Volunteer orientation and training
3. Volunteer engagement and support
4. Volunteer recognition and awards
5. Association ends, goals, and strategic priorities

The VEC is made up of no more than nine committee members, including the chair and an ACA staff liaison. These members operate under the Volunteer Engagement Committee Operating Code.

The majority of Volunteer Engagement Committee members will be assigned to serve as a liaison to support three to four specific LCOLs.

1. The liaison's role is to
 - serve as an advocate for the field/affiliate office(s) they serve;
 - mediate within and between offices;
 - serve as an "ear" for local issues;
 - be the link between the Volunteer Engagement Committee and the offices with which they liaise.
2. The liaison's role is to encourage and support local volunteers in the offices with which they liaise. This requires from liaisons a high level of diplomacy, as well as significant buy-in to their overall duty to help LCOLs to meet their goals.
3. Liaisons and LCOL chairs are encouraged to meet regularly.
4. One to two additional VEC members may be added to the committee in support of ACA's strategic focus. They will be charged with providing expertise and assisting the VEC in implementation of the strategic priorities in the field.

A list of current VEC liaison assignments may be found in the Resources section at the end of this document.

LCOL FISCAL GUIDELINES

Local office budgets are developed by the field staff with influence from local office leaders. The chief financial officer (CFO) guides the budget process and develops the budget timeline.

In the annual strategic planning process, LCOLs and regional staff work together to plan the annual calendar for core and complementary service delivery in alignment with ACA's mission and strategic priorities. Through the planning process each team of staff and volunteers evaluates the health of the events offered including the return on investment.

To meet the budget timeline local office plans should be developed by the end of January.

Timeline – subject to change, depending on board meeting dates

January

- Annual budget timeline, assignments, resources, and tools published by CFO
- Budget workbooks published

February

- Budget managers meeting – new/discontinued programs, changes in travel, items relating to strategic focus, major changes shared
- Guidelines/limitations will be shared with the operational field volunteers at this time to allow for appropriate planning; there may be instances where ACA will need to limit or restrict expenses (travel, program or other)

March

- Budget workbooks completed
- Year-end forecast completed (current fiscal year)
- Budget adjustments made
- Budget revision meeting with budget managers

April

- Budget presented to ACA National Board Audit and Finance Committee
- Budget presented to the ACA Board of Directors

July 1

- New fiscal year begins

Travel Reimbursement for ACA Volunteers

- Air travel: Reimbursed coach air travel; if ticket prices are extraordinary, volunteers should consult with staff before booking travel
- Car travel: Reimbursed mileage (IRS Rate) or car rental and gas consumption reimbursement (volunteers should estimate the mileage cost for driving their own vehicle vs. renting a car for travel)
- Hotel: When a hotel has been designated by ACA, reimbursement will be for room and applicable taxes at that specific hotel
- Volunteers are encouraged to check with the field staff they work most closely with if they have any questions about reimbursement guidelines

LOCAL OFFICE FUNDRAISING

Local offices and LCOLs may participate in fundraising activities for the specific purpose of funding ACA initiatives. The following guiding principles apply:

1. All fundraising initiatives must be related to the mission and goals of ACA, Inc.
2. All local fundraising efforts will be identified in advance through the budgeting process and thus approved by ACA's CFO and president/CEO when the annual budget is submitted and approved.
3. Compliance with local and federal laws with respect to fundraising is the responsibility of ACA, Inc. staff and, therefore, only staff may enter into any fundraising agreements or contracts with the approval of the president/CEO or designee. Staff and volunteers will follow all fundraising practices and receipt of funds Standing Operating Policies and Procedures (SOPPs) as identified by ACA, Inc.
4. Funds raised for a designated purpose will be classified as "temporarily restricted" until the purpose has been satisfied (e.g., monies raised to provide scholarships for individuals to attend an educational event will be temporarily restricted and only released when the money is awarded). Fundraising efforts for these types of initiatives can span more than one fiscal year.
5. ACA's CFO will track the balance of all temporarily restricted accounts and, at the end of each fiscal year (June 30) after the external audit has been completed, will provide the staff with a report of the beginning and ending balances, as well as any fund amounts used during the year to share with the LCOL.

LOCAL OFFICE SCHOLARSHIPS/CAMPERSHIPS

Local offices and LCOLs may raise and designate funds specifically for the purpose of providing camper scholarships and adult professional development scholarships. Funding for scholarships does not come from ACA's operating budget.

Guiding Principles

1. All local camper scholarship, adult professional development scholarship, or grants initiatives must be approved annually by ACA's CFO and COO and serve the mission of ACA, Inc.
2. All local camper scholarship, scholarship, or grant initiatives must adhere to local, state, and federal laws and regulations.
3. All local camper scholarship, scholarship, or grants initiatives must have written, clearly defined local standard operating procedures and protocols (SOPPs) that include:
 - a. Application process and timeline
 - b. Eligibility guidelines
 - c. Awards/distribution process that ensures fairness and integrity of ACA, Inc.
 - d. Donor acknowledgement process (complementary with ACA, Inc.'s current SOPPs on donor acknowledgement)
 - e. Events with auctions follow ACA Fund Development SOPP for Auctions_acknowledgingItemsandMonetaryGifts

Definitions

1. Camper scholarships are considered monies raised/given away to fund campers to attend camp programs.
2. Adult professional development scholarships are considered monies raised/given away to individuals to fund their participation in ACA professional development opportunities.

LCOL USE OF RESERVE FUNDS

During the unification of the Association, each section's reserves (unrestricted net assets as recorded on the adjusted balance sheet) were assigned a unique account number. Those reserves of former sections are designated for use only by that local field office. ACA, Inc. will not redesignate these funds for any other use. At the same time, any future expenditure of the local field office reserves must be approved by the appropriate LCOL submitted utilizing the request for Local Office Reserves Form and approved by ACA's CFO.

To Use Reserves

1. Requests for use of funds must be approved by a majority vote of the LCOL.
2. Requests for use of funds must be submitted [using the Request for Local Office Reserves Form](#). The regional director will work with ACA's CFO for approval.
3. The use of funds requested must meet the following criteria:
 - a. Does it support ACA's mission? — Enriching lives of children, youth, and adults through the camp experience.
 - b. Does the intended use of the funds support ACA work? — For example, educating camp professionals, providing camp experiences to children who would not otherwise be able to have a camp experience, doing research regarding the profession and the impact of the profession.
 - c. Will the intended use of funds be used for the innovation of a new program or service or the extension of an existing program or service? Is this reasonable?
 - d. Is the request for use of funds made in good faith and with a reasonable degree of care, and without any conflict of interest? The interest of the Association must take precedence over individual interests or local interests.
4. Requests must contain the following information:
 - a. Name of LCOL/local office requesting reserves
 - b. Name of the person making the request
 - c. Date requested for use of funds (when will they be used)
 - d. Amount of funds requested
 - e. Description of how the funds will be used
 - f. Explanation of how this supports the ACA mission
 - g. Statement of the goal or outcome is anticipated through the use of the funds
5. ACA's CFO will review and approve requests. If additional information is needed, CFO will contact the regional director for discussion. If CFO does not approve the request, they will provide a written explanation to the president/CEO, COO, LCOL chair, and regional director. The LCOL may appeal to the president/CEO for reconsideration.
6. ACA's CFO will track the balance of each reserve account. At the end of each fiscal year (June 30) and after the Association's external audit has been completed, CFO will provide the regional director with a report of the beginning and ending balances, as well any reserves used for the year.

LCOL CODE OF CONDUCT and CONFLICT OF INTEREST DISCLOSURE

In order to fulfill the purpose of the Local Council of Leaders, each LCOL member will operate under the following Code of Conduct:

- 1.** The LCOL chair and members will reveal any conflicts of interest with regard to their role on the LCOL. Individuals will recuse themselves from participating in discussions and decisions relevant to their conflict of interest.
- 2.** The LCOL chair, members, and other volunteers must not use their positions to obtain ACA employment for themselves, family members, or close associates. Should a member desire to be considered for employment, he or she must first resign their volunteer position. No LCOL member or volunteer may serve as a compensated staff member of ACA, Inc. or one of its affiliates.
- 3.** The LCOL chair, members, and other volunteers will not disclose or discuss with another person or entity, or use for their own purpose, confidential or proprietary information gained through their volunteer work for ACA (e.g., accreditation approval issues or access to researched markets).
- 4.** The LCOL chair, members, and other volunteers will not receive compensation for their work. However, volunteers can be reimbursed for expenses related to participation in meetings and other expenses incurred for the benefit of the field office or LCOL.
- 5.** The LCOL chair, members, and other volunteers will not use the intellectual property (IP) of ACA to further any personal interests, nor will they purport or imply ACA's IP to be their own. This includes all information in ACA's database, knowledge center products and services, logos, and any other statements or educational materials created by or for the American Camp Association.

Each LCOL member will sign a Conflict of Interest Disclosure Form annually. Access to the form will be provided by the regional director.

COMMUNICATIONS GUIDELINES

The local office community serves as a local voice for promoting events, calling members to action, and sharing knowledge.

ACA provides several communication options and channels, including local office newsletters, ACA Connect, VoterVoice, social media, and targeted emails.

Local leadership volunteers and field staff will work together to determine the best strategy for communication. Communication may encompass local office geography, a specific state, a specific audience, or a wider audience, depending on the needs of the purpose of the communication.

ACA has developed the following guidelines respecting email best practices and to ensure that ACA remains in compliance with the CAN-SPAM Act.

ACA Volunteer Communications to Members – Guidelines

Background: Effective marketing in today's world benefits from planning and coordination. ACA's email communications consider the following:

- **Frequency** – We take care that the frequency of emails from ACA isn't frustrating for members. We schedule emails to prevent the feeling of being overloaded with ACA emails.
- **Brand** – We believe ACA's brand is how ACA is recognized by our members, the public, and the business community. To maintain our brand we prioritize voice, consistency, and brand standards.
- **Trust** – ACA has legal and practical reasons to protect members' and contacts' personal information.
- **Tracking** – We use a number of digital tracking tools to find the most compelling subject line, and we use those built-in metrics to track opens, conversions, and clickthrough rates.

Volunteers sending email blasts from personal email addresses could violate Federal CAN-SPAM Act. All emails sent by ACA must offer the recipient a way to opt out.

Guidelines

Personal One-to-One Emails: We encourage personalized one-to-one email communications to members from volunteers' email accounts. Contact information for new members is available on the membership and standards volunteer report portal. These one-to-one communications include:

- Emails welcoming new individuals or camps
- Emails to check in with new primary contacts of camps
- Emails to camps relating to their visits, Annual Accreditation Report (AAR), Statement of Compliance (SOC), and Self-Assessment
- Emails to visitors relating to their visit assignments and AAR review assignments
- Emails connecting with current and potential volunteers with specific details or unique opportunities to volunteer for ACA

Reports Available on Standards and Membership Volunteer Portals: Many reports with member contact information are available on the membership and standards volunteer portals.

- These lists can be used for personal, one-to-one communications
- These lists cannot be used for ongoing, bulk communications

Other Communication Options: Beyond email, ACA can support communications with all local members through:

- Local office newsletters (typically sent every two weeks and once a month during the summer).
- Local office Facebook groups.
- ACA Connect — Each local office has a member community. Refer to the Code of Conduct for posting rules. Promoting local events is appropriate in these communities.
- Email blasts sent by ACA on behalf of a local volunteer or individual.
- Instagram and TikTok takeovers.
- Postcards.

Promotional Emails and Local Public Policy Call-to-Action Emails: Local leadership volunteers and field staff will work together to develop local promotional and public policy call-to-action emails that comply with the CAN-SPAM Act.

RESOURCES

The resource section of this document has been developed to support the work of ACA field leadership volunteers, including LCOLs, affiliate boards, committees, and task forces. As new needs arise and new tools are developed, this web page will be expanded and updated regularly.

[Field Office Resources](#)