

20/20 Vision Progress Report

Date: October 2, 2009
To: Section Presidents
cc:

ACA National Board	Accreditation and Education Task Force
ACA National Past Presidents	Audit and Financial Policies Committee
20/20 Vision Founding Group (<i>Michael Buker, Dave Hilliard, Chuck Jerden, Robert Lebby, Fred Miller, Scott Ralls, Suz Welch, Jean McMullen, Ann Sheets, Peter Surgenor, Peg Smith, and Art Wannlund</i>)	Board Development Committee
Members of the ACA Council of Delegates	Council of Delegates Task Force
All Section Board Members	Field Service Committee
	Fiscal Task Force
	Membership Task Force
	National Standards Commission
	Section Executives

From: 20/20 Task Force: *Scott Brody, Rich Garbinsky, Ann Sheets, Peter Surgenor, Posie Taylor, Diane Tyrrell, Peg Smith, and Susan Yoder*

We hope you had a wonderful summer season. Although summer is not the best time to facilitate new work groups, much work was done over the summer regarding the 20/20 Vision —our vision to ensure that by the year 2020, 20 million children annually will participate in camp experiences! (For a refresher on the details of this vision, visit www.ACAcamps.org/2020/ .) We took the opportunity to really dig in and investigate the details and data needed to support or refute some of the premises that we have made regarding the 20/20 Vision. What we have found is that:

The ability to influence the public about the value and importance of the camp experience, especially to a new demographic, is seriously and significantly impaired by our current systems.

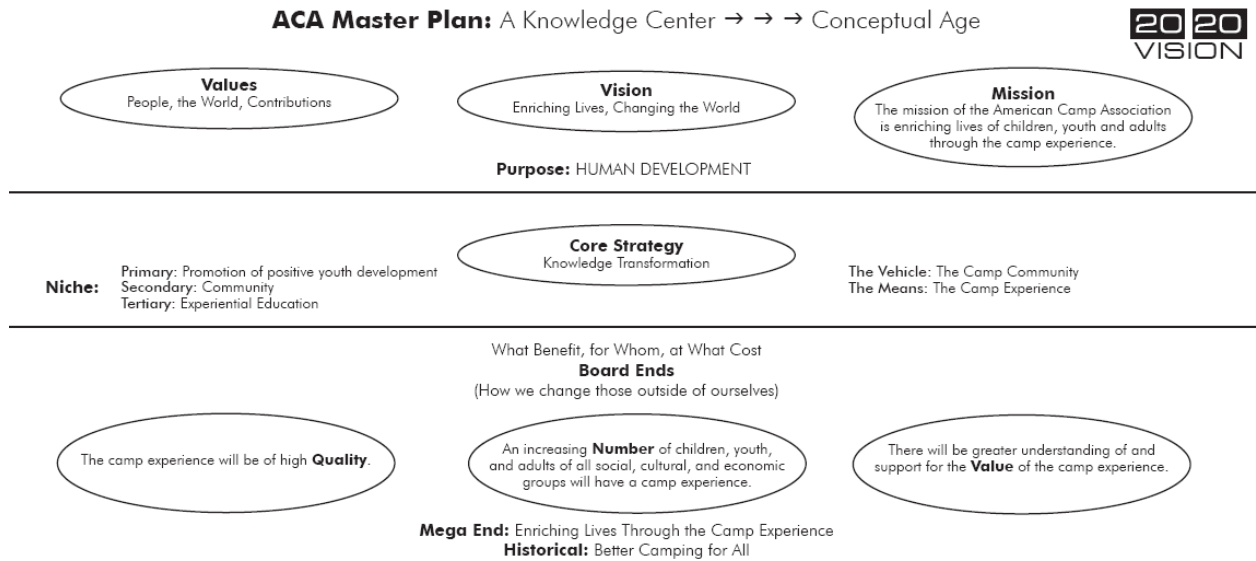
That premise is no longer based simply on our intuition, but is now supported by research and data. We want to share that research with you as we believe that it “*tells the story.*” We find ourselves in the familiar dilemma of deciding just how much information is “too much” and how little is “too little” to share. We know that many of you prefer as much detail as possible, and others of you just want us to cut to the chase. After much reflection, we believe the most cogent, transparent, and inclusive approach to sharing information with you will be appreciated by the most — so we have decided to share information in two phases:

Phase 1 —October 2nd — Sharing of all research, scanning of the environment, key findings, and recommendations (this communication and its attachments).

Phase 2 —October 19th —Sharing of fiscal scenarios, including American Society of Association Executives (ASAE) operating ratio comparatives, consolidated base line financial statements, key elements of design, fiscal scenarios of the proposed models for the future structure of the association with economic drivers and their assumptions (e.g. membership, accreditation, education, etc.); and finally, consolidated fiscal scenarios.

Why separate the information into two phases? We believe it is very important that you understand the concepts and the “ah-ahs” we discovered while doing our research. In addition, the fiscal scenarios group is still cranking out scenarios and numbers, and frankly, they will meet again to continue their work on October 15th.

Over the summer, we also were struck by the findings of the group working on the details of our 100th Anniversary celebration. Their research into our past and their discovery of a number of documents discussing the “core values” of the organization simply affirmed for us that our 20/20 Vision and our “Preferred Future” are not new concepts, nor fundamental “change” of the mission and vision of the organization. Instead, we find ourselves more intentionally focusing on the core values that have been the foundation for ACA for almost one hundred years. Our “Master Plan” —



We appreciate the work that has been done thus far and want to especially acknowledge the work of the following groups. These groups were — and are — instrumental in the collection of the data that follows, the analysis of the information, and in the development of recommendations:

- Accreditation and Education Task Force
- Audit and Financial Policies Committee
- Board Development Committee
- Council of Delegates Task Force
- Field Service Committee
- Fiscal Task Force
- Membership Task Force
- National Standards Commission

We will be arranging for a variety of communication avenues following our October 19th communication, they will include:

- Web-based opportunities for dialogue (via Adobe Connect® virtual meetings)
- Teleconferences
- In-person meetings (Reminder —the 20/20 Task Force will come to you anytime, anywhere —if at all possible.)

ACA Leadership Summit

Logistical information about the ACA Leadership Summit in Chicago this December is online at www.ACAcamps.org/2020/2020_Summit.php. (Registration is open now, as is the opportunity to reserve your hotel room.) Remember that each Section will determine which three individuals to send to the Summit. Some have asked us “who” should attend the Summit. We’d like to focus instead on “what competencies” we hope participants will bring to the table. We suggest you consider choosing people who:

- Can commit to becoming fully familiar with all of the 20/20 Vision materials distributed prior to the Summit.
- Can commit to attending both the Leadership Summit *and* the ACA Council of Delegates Meeting in February 2010 — thus providing consistency for your Section.
- Can commit to participating fully in the dialogue.
- Can consider the big picture — that is, in the end, “What must ACA look like and how must ACA act to meet the overall goals of 20 million campers annually by the year 2020?”
- Have the ability to suspend judgment in order to fully participate.
- Can engage in conversation with different viewpoints.
- Are comfortable with generative deliberation.
- Can promote and add to a “culture of inquiry.”

The Summit will be designed to allow participants to study and discuss the scenarios that have been developed through the analysis of research, data, and empirical evidence and will give the ACA National Board the opportunity to hear and obtain the best thinking from the field before they make a decision in the spring of 2010. Understand that at the Summit will use a process called “consent decision” that will allow participants to look at proposals and identify whether the proposal falls within their range of tolerance. Amendments and feedback loops will be employed to ensure that people have a voice. This process is not a “vote up” or “vote down” process. It also is not the familiar consensus-building process that at best is arduous and time consuming. We will be sending you more information about how this process works prior to the event.

Contents

Included in this first phase of information is the research, scanning of the environment, key findings, and recommendations in the areas of:

- Accreditation and Education
- Board Development
- Council of Delegates
- Membership
- Local/Section Operations

Note about the Local/Section Operations Report

In May, when we shared with you an outline for a preferred structure of the organization, we were asked to develop two different models based on your input.

This report includes all of the work we did in developing those two models. We feel it is important to share with you that while you will see all of the information about both models, we believe that Model A is the better model for ACA. It provides a framework in which an organization of multiple stakeholders with diverse beliefs and styles of operation can work together, while still achieving the principles of the model we shared with you in May. It also addresses the challenge of distributed power with clearly defined roles and responsibilities to the whole, yet interdependent and shared.

Both models refer to the concept of “regions.” Earlier in this process, we presented you with a number of ideas about the potential regions. We have been receiving your best thinking around the cultural, demographic, and operational viability of the make-up of any potential “regions,” and will continue to do so. As we move through this process together, decisions will be made based on your input.

Thank you. We appreciate the time commitment you are about to undertake in absorbing all of this information. We look forward to sharing more on the 19th of October.

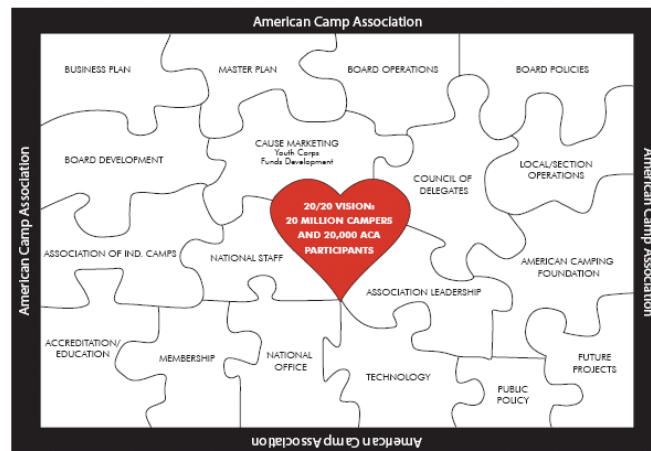
20/20 Vision Progress Report

The 20/20 Vision: 20 million campers and 20,000 participants in ACA by the year 2020.

Our Preferred Future (Desired Outcomes of the 20/20 Vision):

1. ACA would be an organization that shares and embraces a common vision and mission.
2. ACA would recognize the significant challenge of influencing our complex culture and would mobilize its collective resources across the country to advance the success of the whole.
3. ACA would have a strong delivery system capable of providing relevant services to a broad range of users, including camp professionals, parents, and others interested in the camp experience.
4. ACA would have contemporary and dynamic strategies designed to maximize and mobilize all appropriate resources (fiscal, human, knowledge).
5. ACA would have a strong brand position to facilitate the brokering of critical internal as well as external relationships.
6. ACA would have both a national and a local presence.
7. ACA would be recognized by the public as the authority on the camp experience.
8. ACA would have unified operational processes and procedures to maximize efficacy and desired outcomes and minimize confusion and competition.
9. ACA would recognize the importance of personal responsibility and accountability and the power of collective action.
10. ACA would be driven by the commitment to advance the value of the mission and vision, even in instances where the choices are difficult and sacrifice may be called for.

Scope of the work to be done:

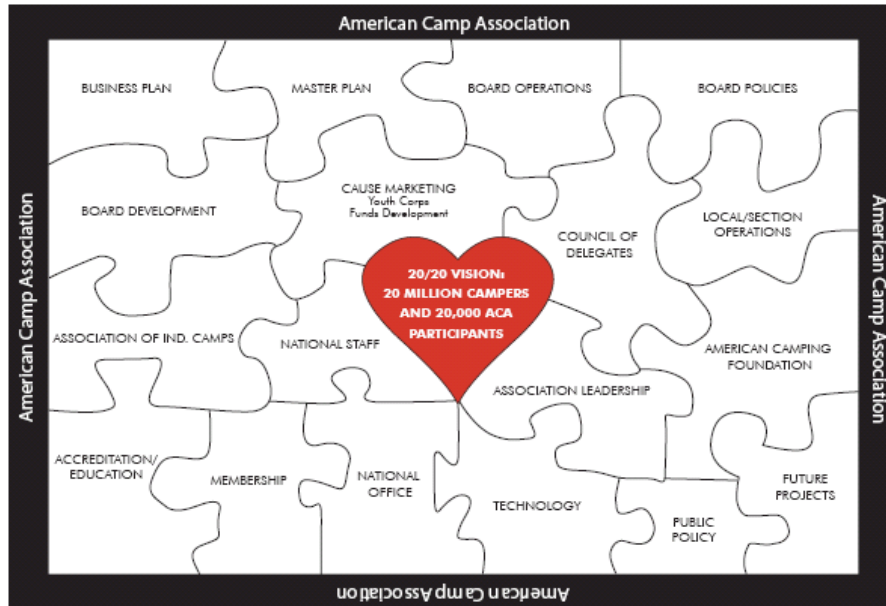


The Question: In May 2009, the 20/20 Task Force report noted a key question that needed to be answered prior to moving forward:

What must ACA look like and how must ACA act to meet the overall goals of 20 million campers and 20,000 participants in ACA by the year 2020?

The challenge we are faced with is how to preserve our collective strengths and at the same time address our weaknesses. Our strengths vary by section and our universal weakness is our inability to grow and adapt as the world changes around us.

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20/20 Vision Progress Report Accreditation and Education



Team:

Accreditation and Education Task Force: Judith Bevin, Dawn Ewing, David Hilliard, Tom Horner, Jean McMullen, Chris Strevel, Art Wannlund, Amy Katzenberger, and Rhonda Mickelson

Overview Statement:

The ACA Accreditation Program will support the 20/20 initiative through a set of criteria that promotes a quality camp experience that contributes to positive human development and a professional development system that addresses critical core competencies.

Relevancy to ACA's Preferred Future:

From the list of the ten items for ACA's Preferred Future, the following are relevant to this project:

- *Item 3 – ACA would have a strong delivery system capable of providing relevant services to a broad range of users, including camp professionals, parents, and others interested in the camp experience.*
- *Item 7 – ACA would be recognized by the public as the authority on the camp experience.*

Assumptions:

- Entry into membership of the organization will be membership versus accreditation.
- For most, membership leads to accreditation.
- Accreditation is a service.
- To create and sustain viable programs, you must understand your expenses. Efficacy and economy of scale are imperative.
- Professional Development = People, Accreditation = Institutions/Programs.
- We must find the price point for camps that represents an exceptional value for camp affiliation and accreditation.

Facts, Research, Environmental Scan:

- Brief history of ACA Standards
 - Camp Standards officially adopted in 1948.
 - Additional Standards in the areas of Personnel and Program adopted in 1950.
 - Day Camp Standards adopted in 1956.
 - Travel Camp and Family Camp Standards adopted in 1961.
 - Implementation of *Prerequisites for Camp Accreditation* adopted in 1970.
 - Un-complicating the Standards: Three-year plan for the development of a refined Standards Instrument and training programs was adopted in 1983. New Standards Program in place in 1986.
 - Standards for Camp Accreditation and Site approval adopted 1990.
 - Standards for Retreat Centers adopted 1993.

- Current Standards adopted 2005.
- Mechanics of Current Standards
 - Camps seeking accreditation status compile physical “notebooks” that are reviewed by volunteer visitors during an on-site visit, and in some cases, a written documentation preview.
 - Visitors score the camp from 326 standards deemed to apply to their program and setting.
 - The standards include a mix of mandatory and selective issues of compliance.
 - Camps determine which standards apply.
 - Score forms are turned in, reviewed, and tabulated, with results entered in the association’s database.
 - Results are forwarded to local offices. Local office boards meet and give final approval of accreditation status.
 - Notifications are made each November.
 - Approximately 825 camps are visited each year out of the total of approximately 2400.
 - The re-accreditation cycle is three years.
- **Accreditation and Education Attachment A:** This document reflects an environmental scan of the accreditation programs and fees for several human services organizations and accrediting bodies.
- *Camping Magazine* “Edge” articles written by Accreditation and Education Task Force Members provide additional context - www.ACAcamps.org/campmag/the_edge.php.

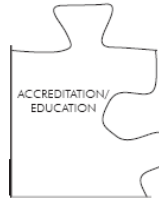
Findings:

- ACA is one of the few accrediting bodies that absorbs the cost of on-site visits.
- ACA is the only human services accrediting body studied that has varying fees based on geography.
- The true cost of the ACA-accreditation program is challenging to identify, given the varying philosophies and expense reimbursement policies applied in our Sections.
- Our peers in human development have incorporated technologies that have streamlined their processes, reduced reliance on printed accreditation guides, and have addressed “customization” in our ever more specialized world.
- Our volunteers in the Standards arena are a valued resource.
- Professional Development = People, Accreditation = Institutions/Programs. We must develop a complementary professional development program in order to appropriately support the individuals seeking accreditation status for the camps and programs.
- The repetitive re-accreditation process does not encourage our camp professionals to stretch to new heights.
- Our program is burdensome for our camps
- To make the business model work, fees, programs, services, and language must invite people and businesses to ACA.

Recommendations:

- ACA needs an accreditation program seen as relevant to the camp and youth development audience as well as parents, care-givers, and the general public.
- The creation of an association-wide professional development system will support the individual seeking accreditation for their camp or program.
- ACA needs an accreditation service that is more accessible and inviting to a wide range of camps and programs, many of whom feel as though they don’t fit by design or scale.

- The implementation of technology will allow for greater efficacy for camps seeking accreditation status, customization of standards to programs, and ability to adapt to a rapidly changing environment.
- The price point for membership and accreditation must represent and communicate real market value.
- The references “casual,” “connected,” and “committed,” describe the varying relationships of individuals to ACA. Our programs and services will address the needs of individuals across this relationship spectrum. Our programs and services address an audience ranging from casual and connected to committed.
- **Envisioned future of ACA-accreditation services**
 - Camp standards will be focused in the areas of health, safety, and risk management.
 - New technology will be used to support camps, volunteers and association staff working with the program.
 - A streamlined program with less repetition, and more clarity around the standards that apply.
 - Review of the association’s standards that includes internal and external subject matter experts (authoritative sources).
 - Less reliance on paper.
 - An online self-assessment or “in-take” component, that prompts and collects detailed information about the programs offered as well as the setting where programs take place.
 - Both real and perceived customization about the standards required, based on the type of program offered and disclosed through self-assessment.
 - Online submission of documentation suitable for review prior to an on-site visit.
 - A site visit component granted upon successful completion of the self-assessment and “in-take” process.
 - A site visit focused on observation, communication, and education, rather than documentation compliance.
 - Continued valuing of volunteers, with more opportunity for educating and mentoring relationships with camp professionals seeking accreditation.
 - Professional development tools, programs, and resources in place that support the individual seeking accreditation status for their program.
 - In the not too distant future, focus around regulatory relief.
 - Accredited camp status granted upon successful completion of the assessment and on-site visit.



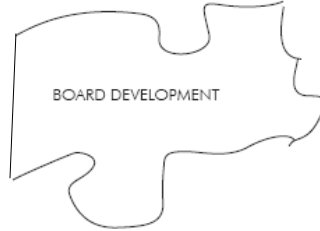
Accreditation and Education Attachment A – Environmental Scan of Accreditation Programs and Fees

Accreditation Fee Study, 2009 Page 1	Council on Accreditation (COA)	American Camp Association (ACA)	National Association for the Education of Young Children (NAEYC)	National Recreation and Parks Association (NRPA) CAPRA	Association for Experiential Education (AEE)	Accreditation Council for Continuing Medical Education (ACCME)
Fees	Non refundable, initial application fee \$750 . Re/Accreditation fee calculated on sliding scale, based on <i>audited</i> , gross, annual revenue with a minimum of \$6720 for non-sponsor-affiliated organizations with revenue of \$500,000 or less. Max fees or gradation on sliding fee not available. Organizations affiliated with one of COA's 14 sponsoring groups receive a 25% discount. Annual maintenance fee of \$400 .	No application fee. "Affiliate fee" equal to "Camp fee" for the camp is assessed in the year of application. 2009/10, the lowest fee (national and ACA, Rocky Mountain) is \$451 for a program of up to \$25k annual operating budget. Fees assessed on sliding scale with a combined national (same across all sections) and varying fee set by Section. Max fees range \$11k-14k , but total # of camps/operators in the category is modest.	Enrollment and self study, sliding scale: \$425-\$775+ Application and Self Assessment, sliding scale: \$200-\$425 Candidacy/Site (see below) Annual Report, sliding scale: \$300-\$450+ . Fees amortized over five years.	CAPRA: Sliding scale, application fee from \$165 to \$3,300 and annual fee from \$60 to \$600 .	Application fee \$150 . Annual, minimum fee of \$1175 for organizations with less than 250K annual operating, and sliding scale up to 1M + with max of \$2,175 .	Pre-application fee: \$1000 Initial Accreditation fee for self study: \$6500 Reaccreditation self study \$6500 Annual Fee \$2,000 Special assessments are possible. Fees are flat and have no relation to operating revenue of organization or institution seeking accreditation status.

Accreditation Fee Study, 2009 Page 2	Council on Accreditation (COA)	American Camp Association (ACA)	National Association for the Education of Young Children (NAEYC)	National Recreation and Parks Association (NRPA) CAPRA	Association for Experiential Education (AEE)	Accreditation Council for Continuing Medical Education (ACCME)
On-Site Visit	Flat fee of \$2,000 per peer reviewer for a two-day, on-site review plus \$425 x additional days and reviewers.	On-site visit is part of service fee, and is not paid separately. Local office attempts to find visitors who are in close proximity. Visit completed in one day, unless a pre-visit is scheduled, which doubles cost born by association. In large geographic regions, flights are sometimes involved, including visits to Puerto Rico.	Referred to as Candidacy/Site Visit, sliding scale, \$650-\$1150+ Additional fees assessed for cancellation of visit including \$450 rescheduling fee. Verification fee (spot check) sliding scale of \$950 to \$1,550+.	CAPRA: Agency seeking accreditation is responsible for paying travel and related expenses for team members.	Organization or institution seeking accreditation is responsible for the fees of the accreditation team of (3) reviewers spending three days on site, including travel, food, and lodging. AEE estimates the total to be between \$1,200-\$1,700.	Billed for surveyor (visitor) actual travel, meal, and incidental expenses, at an average of \$2,000. Video conference option available at \$950 plus any local video expense options.
Reaccreditation Cycle	4 years in most cases.	3 years.	5 years, annual report due each year.	5 years.	Initial accreditation is 3 years and renewal is 5 years.	3 to 6 years depending on results.
Estimated annual Fees if Amortized	\$2,667 for lowest fee paying category	\$451 for lowest fee paying category in Section charging the lowest fees. Highest, annual fees top \$14k.	\$685 at lowest price category.	\$231 to \$1,280	\$1,625-\$2,791 (used 3 year cycle).	\$4500. Used a 3 year cycle.
Other	Fees are not amortized. 50% due early in cycle and remaining 50% within 60 days.	Other Currently, affiliation fee, equal to service fee is paid in the application year, then the service fee, every year after. Membership embedded in fees.			Membership is embedded in Annual Accreditation fee, and is available for non accredited programs as well at \$300 Organizational \$550 Institutional.	Fees are not amortized.

*Note – fees and policies researched via organization’s Web sites. There may be additional fees or policies that vary slightly from this environmental landscape.

20/20 Vision Progress Report Board Development



Team:

Past and current members of the Board Development Committee: Maggie Braun, Scott Brody, Charles Butler, Brian Crater, Kevin Gordon, Ed Greene, Nancy Hartmann, Monna Loftis, Rodger Popkin, Ann Sheets, Art Wannlund, and Rita Yerkes

Overview Statement:

The Board Development Committee was charged with examining current policies and practices and to reach the following outcomes:

- Ensure an effective board nomination process, including studying the composition of the Board of Directors to determine current skills and experience and identifying needs and developing a slate of directors and officers to present to the Board of Directors for elections.
- Ensure effective board processes, structures, and roles, including orientation planning, committee development, and board evaluation.

Relevancy to ACA's Preferred Future:

From the list of the ten items for ACA's Preferred Future, the following are relevant to this project:

- *Item 4 — ACA would have contemporary and dynamic strategies designed to maximize and mobilize all appropriate resources (fiscal, human, knowledge).*

Assumptions:

- National Board members must:
 - Understand and value the vital role camps play in the development of healthy children, youth, and adults;
 - Advocate articulately for ACA and its vision on behalf of the camp community;
 - Advance the mission, vision, values, and ends of ACA by extending personal and professional credibility, expertise, and leadership to the organization; and
 - Think broadly and strategically about the role of camp and of ACA.
- ACA is committed to having both ACA members and members from the public on the National Board of Directors.
- ACA is committed to having board members from ethnically diverse communities.
- ACA is committed to having board members from throughout the United States from a broad spectrum of professions.
- ACA is committed to recruiting board members who can connect the association to individuals and organizations of influence outside of ACA who also believe in youth development and the camp experience.

- ACA is committed to recruiting board members who will support the association with their wisdom and wealth at the greatest level possible for each individual.

Facts, Research, Environmental Scan:

- June 2008 —the first class of new public* Board members was presented and approved by the Board of Directors: Ed Greene, Alan Yuspeh, Glenn Turman, and JoAn Turman. (www.ACAcamps.org/board/) *Individuals who are connected and committed to the camp experience but may not be directly involved with a camp.
- February 2009 —the second class of new public Board members was presented and approved by the Board of Directors: Michael Thompson Ph.D., author, consultant, and child psychologist; Sylvester (Sly) Johnson, VP corporate controller and chief accounting officer for R.H. Donnelley; Ellen Gannett, director at the National Institute on Out of School Time; Anthony Deguzman, director of operational reforms and member of Chancellor’s Cabinet for the District of Columbia Public Schools; and Rick Roth, past CEO of OgilvyAction.
- Fall 2009 —the slate for the third class of new ACA* Board members is being prepared and will be presented to the Board before the end of 2009. *Individuals from the camp community.
- Research on other organizations:
 - Members from the public on nonprofit boards is increasing.
 - Nominating process takes a year or longer.
 - Terms range from two to four years.
 - Composition matters.

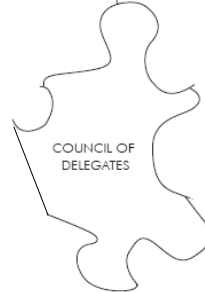
Findings:

- Ongoing prospecting and cultivation are critical elements to a healthy board development process.
- Volunteer organizations and boards are being challenged by competing priorities for use of time.
- Styles of governance are evolving.

Recommendations:

- Communicate multiple times during the year with the ACA membership to seek qualified candidates for nomination. (Example of the recent communication — www.ACAcamps.org/board/seeking_board_candidates.php).
- Continue to review board expectations and submit suggested changes for consideration by the board.
- Recruit members of the board development committee from outside the camp community to assist in providing additional sources of board candidates.
- Debrief and evaluate the first year of board development ‘lessons learned’ to improve and refine the process.

20/20 Vision Progress Report
Council of Delegates



Team:

ACA National Board of Directors, and Council of Delegates Task Force: Michael Castulik, president, ACA, St. Louis; Marah Lyvers, delegate, ACA, Southern California/Hawaii; Tom Riddleberger, president, ACA, New Jersey; Sarah Seaward, delegate, ACA, New England; Peter Surgenor, ACA president; Diane Tyrrell, president, ACA, Virginias and National Board member; Grechen Throop, and Susan Yoder

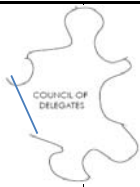
Overview Statement:

In early 2009, the Council of Delegates Task Force recommended that the Council of Delegates (COD) become a more “responsive and nimble body.” They added that the “COD should be a conduit of input from all members and should have as its primary function to be an effective feedback loop to inform, and ultimately influence the direction of the association.”

The COD Task Force provided a full report that included their recommendations for changes to the operations and make-up of the Council of Delegates. The next step was for the ACA National Board of Directors to consider the recommendations and to act upon them. However, since the COD is integral to the structure and function of the organization, the ACA National Board did not act on the recommendations. Instead, the COD will be considered as the organization comes closer to considering the structure of the future. (Refer to the progress report on Local/Section Operations for details, page 36.)

[In the interim, the make-up of the Council of Delegates will remain as stated in the By-Laws, and the formula to determine how many Delegates there are from each Section will remain as currently stated.](#)

[Council of Delegates Attachment A](#) details how many Delegates each Section will have for the February 2010 COD meeting.

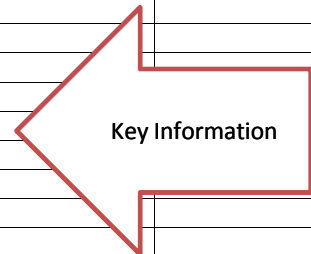


Council of Delegates Attachment A –
ACA 2010 Delegates

Section	Members as of 6/30/09^	% of Members	Of the 95* Delegates the Section gets	Plus the President is a delegate	Total Section Delegates
Chesapeake	128	1.91%	2	1	3
Evergreen	147	2.19%	2	1	3
Great Rivers	184	2.74%	3	1	4
Heart of the South	214	3.19%	3	1	4
Illinois	257	3.83%	4	1	5
Indiana	137	2.04%	2	1	3
Keystone Regional	313	4.66%	4	1	5
Michigan	189	2.81%	3	1	4
New England	831	12.37%	12	1	13
New Jersey	283	4.21%	4	1	5
New York	792	11.79%	11	1	12
Northern California	220	3.28%	3	1	4
Northland	179	2.67%	3	1	4
Ohio	246	3.66%	3	1	4
Oregon Trail	74	1.10%	1	1	2
Rocky Mountain	122	1.82%	2	1	3
Southeastern	693	10.32%	10	1	11
Southern Cal/Hawaii	480	7.15%	7	1	8
Southwest	129	1.92%	2	1	3
St Louis	125	1.86%	2	1	3
Texoma	308	4.59%	4	1	5
Upstate New York	159	2.37%	2	1	3
Virginias	301	4.48%	4	1	5
Wisconsin	205	3.05%	3	1	4
	6716				119

^Does not include 67 international members not assigned to a Section

Section	Old # of Delegates (2009)	New # of Delegates Above	Change
Chesapeake	3	3	0
Evergreen	3	3	0
Great Rivers	4	4	0
Heart of the South	5	4	-1
Illinois	4	5	1
Indiana	3	3	0
Keystone Regional	6	5	-1
Michigan	4	4	0
New England	13	13	0
New Jersey	5	5	0
New York	12	12	0
Northern California	4	4	0
Northland	4	4	0
Ohio	4	4	0
Oregon Trail	2	2	0
Rocky Mountain	3	3	0
Southeastern	10	11	1
Southern Cal/Hawaii	8	8	0
Southwest	3	3	0
St Louis	2	3	1
Texoma	5	5	0
Upstate New York	3	3	0
Virginias	5	5	0
Wisconsin	4	4	0



* Of the 140 Delegates in the By-Laws, 21 are reserved for National Board Members, 24 are reserved for Section Presidents, leaving 95.

20/20 Vision Progress Report Membership and Market Potential



Team:

Membership Task Force Phase I (focused on individual membership): Fay Binning, Donna Johns—Thomas, Annie Maiser, Danielle Shaw, Tom Rosenberg, Amy White, and Rachel Williams

Membership Task Force Phase II (focused on camp membership): Steve Ingram, Tom Rosenberg, Peg Smith, and Grechen Throop

Overview Statement:

ACA must include more camps and youth programs in its membership in order to meet the 20/20 Vision of providing quality camp experiences to more children. ACA must be able to provide education and support to a greater number of camp and youth development professionals in order to effect positive change in this area. In order to achieve this, ACA must have a membership system that is relevant and financially accessible to a greater number of camps and youth development programs and individuals.

Relevancy to ACA's Preferred Future:

From the list of the ten items for ACA's Preferred Future, the following are relevant to this project:

- *Item 3 —ACA would have a strong delivery system capable of providing relevant services to a broad range of users, including camp professionals, parents, and others interested in the camp experience.*
- *Item 5 —ACA would have a strong brand position to facilitate the brokering of critical internal as well as external relationships.*

Assumptions:

- Entry into ACA membership for camps and programs will no longer be accreditation.
- Entry into accreditation will be camp membership.
- Accreditation is a service.
- Professional development is the cornerstone of individual membership.
- Membership fees will be collected at the national level regardless of the business model adopted.
- ACA will have one fee structure nationwide.
- We must find the price point for camps that represents an exceptional value for camp membership and accreditation.

Facts, Research, Environmental Scan:

The Membership Task Force I was charged with reviewing the entire membership system. That group ultimately focused on individual membership, determining that the critical thinking about individual membership and camp membership should be divided.

The Membership Task Force II began meeting in the summer of 2008 with the charge of making recommendations on two critical questions:

- What is the best way to increase institutional membership?
- Is accreditation a service or a benefit?

In the work to explore ways to open the door wider and invite more camps and camp professionals into the Association (in alignment with the 20/20 Vision), the Task Force examined a number of issues related to the market, including identifying others who are serving these markets and whether they should be viewed as competitors or allies, determining potential target audiences, and determining which of those various camp niche markets ACA is already serving to some degree and how we are serving them and those we are not serving and why.

The different camp and youth programs reviewed include traditional and nontraditional camp programs: private programs, municipally run programs, agency programs, club programs, afterschool and out-of-school time programs, franchise programs, and religiously affiliated programs. All programs were considered because of their intent to serve youth, and to provide the same youth development outcomes provided by traditional camps.

Current System Facts

- Camp fees are a sliding scale based on budget.
- Camp operators pay camp fees. The fee the operator pays is based on the combined operating budgets of their camps.
- The fee paid is for the camp affiliation and the accreditation of the camp—and includes a defined number of “included” individual memberships.
- Camp fees across the country vary significantly by section. **Membership Attachment A** shows the camp fees per section, percent to national, percent to the section, and how many camps and operators are in each section in each fee category.
- Camp fees are split between national and sections differently from section to section, based on how sections set their portion of the camp fee (i.e., national sets their fee and then sections determine how much to add to that fee for a total camp fee).
- Analysis of the *potential* market of camps shows that the universe of camps could easily be as large as \$17,000+, while ACA’s current number of camp affiliates is approximately 2,600.
- As just one example, currently 27% of YMCA branches and JCCs have ACA—accredited programs. Potentially 73% of those branches and locations have programs that are not affiliated with ACA.

The market focus of ACA has been on traditional resident and day camps, which now make up a shrinking percentage of the overall market. If ACA is to remain relevant in areas such as public policy and as the “expert” in the industry, ACA must expand its reach to connect with others who are working to provide the same youth development outcomes as traditional camps and at the same time continue to develop strategies to preserve the market share of the existing camp base in ACA.

Membership Attachment B is an analysis of the *potential* market of camps.

Findings:

- **Regarding ACA camp fees in general:**
 - We know that for some camps, the current fees are simply too high.
 - We also know that some camps and youth programs are accessing some of the programs ACA offers without becoming members and/or seeking accreditation.
- **Regarding camp fees and accreditation:**

- Some camps and youth programs do not consider affiliation or membership with ACA because it entails accreditation and, for whatever reason, the camp or program is not ready to seek accreditation.
- The industry standard for human service organizations is that membership and accreditation are separate — separate fees and separate processes.
- **Regarding camp fees set by operating budget:**
 - Other associations typically **do** set camp or institutional member fees related to the camp's or institution's operating budget, as ACA does. With that said —
 - Different models are being tested including those:
 - that have fees related to the number of individual members included.
 - related to the operating budgets of individual camps.
 - related to the total operating budget of the operator.
- **Regarding variation of camp fees across geographies:**
 - Although fees related to visits by accrediting bodies can vary related to geographies, there are very few membership organizations whose fees vary across states or chapters.
 - ACA has built a system of fees that vary from section to section. See the included chart called Camp Fees per Section (**Membership Attachment A**) for a good visual representation of how much of a camp's fee goes to the section and how much goes to national.
 - There are differences across geographies as a result of the Sections using different philosophies to set their fees.
 - Some sections have their larger camps support the smaller camps.
 - Some sections have a sliding scale of fees that grows evenly.
 - And, some sections have a sliding scale of fees that does not follow an even pattern of growth.
 - Developing one fee schedule for use nationwide is challenging because of this dichotomy.
- **Regarding camp fees per camp:**
 - ACA has built a camp fee system around allowing operators with multiple camps to combine the operating budgets of their multiple camps in order to find the operating budget fee category for the entire organization (operator).
 - Related associations that serve camps or camp—type programs do not intentionally allow the programs to combine multiple budgets to determine their fee category.
 - These sorts of situations within other organizations are anomalies not the norm.
- To make the business model work, fees, programs, services, and language must invite people and businesses to ACA. Efficacy and economy of scale are imperative.
- **ACA, as an aggregate of all of its Sections, has shown no substantive growth:**
 - Over the past eight years, the number of camps increased just 1.4%.
 - Annual growth during those eight years has been less than .2%.
 - **Membership Attachment C** provides more detail regarding camp and membership growth FY2007—FY2009.

Recommendations:

To address many of the discoveries and challenges presented in the previous pages, the recommendation of the Membership Task Force II is to offer a camp membership that allows a camp or program to join ACA by paying a fee without being accredited. Suggested requirements for such a membership might include:

- *Signing a modified Statement of Compliance indicating that they are meeting **baseline practices** or minimum requirements (to be determined).*

- Making a commitment to engage in camp—related professional development.
- Meeting state licensing requirements for camps in their state.

Membership categories might include the following:

- **Camp membership for those that meet minimum practices**
 - This camp membership would provide the camp with a certain number of included individual memberships, discounts, and the ability to claim publicly they are meeting *baseline practices* for ACA affiliation and the use of a brand/logo for that purpose.
 - Great care would be taken to develop a logo/brand and naming of this baseline practices membership category so that it is not confused with camps who have achieved accreditation status and display the accreditation seal.
- **Camp membership for those that achieve the accredited status**
 - Any camp seeking accreditation would be required to be a camp member that also meets the *baseline practices* prior to seeking accreditation.
 - Once accreditation has been achieved, the camp would be entitled to all the benefits of the camp member, plus additional benefits, including greater access to professional networks and services such as PROTECTScreen (www.ACAcamps.org/publicpolicy/PROTECTScreen.php) and specific discounts, such as the ASCAP licensing fee (www.ACAcamps.org/membership/ascap.php).
 - Lastly, the camps that have been awarded accreditation status would be the only camps who could display the accreditation seal, a brand and seal that would be easily distinguished from a member camp logo.
- Individual members
- Business Affiliates
- Friends of Camp (possibly for camper families — to be determined in the future).

For value statements and benefits related to these repurposed membership categories, see **Membership Attachment D**, Repurposed Membership Groupings and Value Statements.

Key

- In the column labeled **% Nat**
- The color becomes darker as national receives a greater percentage of the combined fee.
- The lighter colors indicate that a smaller portion of the fee goes to the national office.

Membership Attachment A – Camp Fees by Section



*The colors do not represent a judgment of what is better; it is simply a visual of the different philosophies across the country.

Fee category Nat'l-Section	Chesapeake					Evergreen					Great Rivers					Heart of the South					Illinois				
	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp
0-25,000	\$ 641	48%	52%	3	3	\$ 524	58%	42%	1	1	\$ 551	56%	44%	8	8	\$ 515	59%	41%	4	5	\$ 538	57%	43%	4	4
25,001-50,000	\$ 719	46%	54%	2	2	\$ 571	58%	42%	2	2	\$ 599	56%	44%	3	3	\$ 560	59%	41%	5	5	\$ 642	52%	48%	5	8
50,001-100,000	\$ 848	49%	51%	3	8	\$ 716	58%	42%	5	5	\$ 751	56%	44%	7	8	\$ 701	59%	41%	7	9	\$ 803	52%	48%	5	5
100,001-200,000	\$ 1,036	48%	52%	3	3	\$ 879	57%	43%	8	8	\$ 902	56%	44%	7	8	\$ 842	60%	40%	7	7	\$ 1,100	46%	54%	10	10
200,001-300,000	\$ 1,250	49%	51%	6	10	\$ 1,092	56%	44%	5	5	\$ 1,102	56%	44%	3	3	\$ 1,029	59%	41%	5	12	\$ 1,565	39%	61%	6	8
300,001-400,000	\$ 1,329	48%	52%	4	5	\$ 1,168	55%	45%	2	2	\$ 1,154	56%	44%	4	4	\$ 1,077	60%	40%	5	6	\$ 1,632	39%	61%	6	8
400,001-500,000	\$ 1,431	49%	51%	1	1	\$ 1,290	54%	46%	4	9	\$ 1,253	56%	44%	9	9	\$ 1,170	59%	41%	7	8	\$ 1,724	40%	60%	3	4
500,001-600,000	\$ 1,665	53%	47%	3	4	\$ 1,693	53%	47%	1	1	\$ 1,600	56%	44%	4	7	\$ 1,497	59%	41%	4	4	\$ 1,955	45%	55%	5	5
600,001-700,000	\$ 1,770	53%	47%	1	1	\$ 1,828	52%	48%	1	3	\$ 1,703	56%	44%	0	0	\$ 1,591	59%	41%	4	5	\$ 2,049	46%	54%	3	4
700,001-800,000	\$ 1,886	53%	47%	2	2	\$ 1,976	51%	49%	2	3	\$ 1,804	56%	44%	5	9	\$ 1,685	59%	41%	4	4	\$ 2,142	47%	53%	4	6
800,001-900,000	\$ 2,000	54%	46%	1	1	\$ 2,174	50%	50%	0	0	\$ 1,955	56%	44%	5	7	\$ 1,826	59%	41%	0	0	\$ 2,263	48%	52%	2	2
900,001-1,000,000	\$ 2,131	55%	45%	5	6	\$ 2,385	49%	51%	2	2	\$ 2,102	56%	44%	2	8	\$ 1,965	59%	41%	0	0	\$ 2,382	49%	51%	4	5
1,000,001-1,500,000	\$ 2,317	56%	44%	3	3	\$ 3,474	38%	62%	3	5	\$ 2,354	56%	44%	7	14	\$ 2,200	59%	41%	5	8	\$ 2,559	51%	49%	2	2
1,500,001-2,000,000	\$ 2,444	57%	43%	4	12	\$ 3,791	37%	63%	4	11	\$ 2,502	56%	44%	1	1	\$ 2,339	59%	41%	0	0	\$ 2,678	52%	48%	3	4
2,000,001-3,000,000	\$ 2,573	57%	43%	2	4	\$ 4,124	36%	64%	1	5	\$ 2,657	56%	44%	1	4	\$ 2,480	60%	40%	4	7	\$ 2,841	52%	48%	2	2
3,000,001-4,000,000	\$ 2,705	58%	42%	1	1	\$ 4,695	33%	67%	1	4	\$ 2,804	56%	44%	0	0	\$ 2,620	59%	41%	0	0	\$ 3,000	52%	48%	0	0
4,000,001-6,000,000	\$ 2,838	58%	42%	1	2	\$ 5,307	31%	69%	0	0	\$ 2,956	56%	44%	0	0	\$ 2,762	59%	41%	0	0	\$ 3,161	52%	48%	2	5
6,000,001-8,000,000	\$ 2,976	58%	42%	1	1	\$ 5,942	29%	71%	1	14	\$ 3,103	56%	44%	0	0	\$ 2,899	59%	41%	0	0	\$ 3,321	52%	48%	1	19
8,000,001-10,000,000	\$ 3,128	59%	41%	0	0	\$ 6,316	29%	71%	0	0	\$ 3,305	56%	44%	0	0	\$ 3,087	59%	41%	2	7	\$ 3,536	52%	48%	0	0
10,000,001-12,000,000	\$ 3,308	59%	41%	0	0	\$ 6,699	29%	71%	0	0	\$ 3,506	56%	44%	0	0	\$ 3,276	59%	41%	0	0	\$ 3,751	52%	48%	0	0
12,000,001-14,000,000	\$ 3,491	59%	41%	0	0	\$ 7,082	29%	71%	0	0	\$ 3,706	56%	44%	0	0	\$ 3,463	59%	41%	0	0	\$ 3,965	52%	48%	0	0
14,000,001-16,000,000	\$ 3,661	59%	41%	0	0	\$ 7,465	29%	71%	0	0	\$ 3,906	56%	44%	0	0	\$ 3,649	59%	41%	0	0	\$ 4,179	52%	48%	0	0
16,000,001-18,000,000	\$ 3,842	59%	41%	0	0	\$ 7,848	29%	71%	0	0	\$ 4,108	56%	44%	0	0	\$ 3,837	59%	41%	0	0	\$ 4,394	52%	48%	0	0
18,000,001-20,000,000	\$ 4,022	59%	41%	0	0	\$ 8,231	29%	71%	0	0	\$ 4,307	56%	44%	0	0	\$ 4,023	59%	41%	0	0	\$ 4,608	52%	48%	0	0
20,000,001 +	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0

Key

- In the column labeled **% Nat**
- The color becomes darker as national receives a greater percentage of the combined fee.
- The lighter colors indicate that a smaller portion of the fee goes to the national office.

Membership Attachment A – Camp Fees by Section

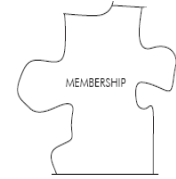


*The colors do not represent a judgment of what is better; it is simply a visual of the different philosophies across the country.

Fee category Nat'l-Section	Indiana					Keystone Regional					Michigan					New England					New Jersey				
	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp
0-25,000	\$ 612	50%	50%	2	3	\$ 588	52%	48%	7	11	\$ 624	49%	51%	4	4	\$ 580	53%	47%	6	9	\$ 533	57%	43%	1	1
25,001-50,000	\$ 666	50%	50%	1	1	\$ 641	52%	48%	7	8	\$ 679	49%	51%	2	2	\$ 665	50%	50%	9	10	\$ 588	57%	43%	3	3
50,001-100,000	\$ 834	50%	50%	4	5	\$ 802	52%	48%	3	3	\$ 850	49%	51%	5	5	\$ 920	45%	55%	19	19	\$ 729	57%	43%	3	3
100,001-200,000	\$ 1,002	50%	50%	3	4	\$ 963	52%	48%	8	16	\$ 1,020	49%	51%	9	9	\$ 1,415	35%	65%	22	22	\$ 904	55%	45%	7	7
200,001-300,000	\$ 1,224	50%	50%	4	6	\$ 1,182	52%	48%	5	5	\$ 1,247	49%	51%	6	7	\$ 1,930	32%	68%	19	22	\$ 992	62%	38%	3	4
300,001-400,000	\$ 1,282	50%	50%	3	4	\$ 1,232	52%	48%	10	14	\$ 1,305	49%	51%	2	2	\$ 2,035	31%	69%	19	22	\$ 1,167	55%	45%	5	6
400,001-500,000	\$ 1,392	50%	50%	0	0	\$ 1,338	52%	48%	13	18	\$ 1,418	49%	51%	5	5	\$ 2,160	32%	68%	11	11	\$ 1,282	54%	46%	6	7
500,001-600,000	\$ 1,778	50%	50%	1	3	\$ 1,710	52%	48%	4	4	\$ 1,812	49%	51%	4	4	\$ 2,365	38%	62%	17	20	\$ 1,633	54%	46%	8	8
600,001-700,000	\$ 1,892	50%	50%	2	2	\$ 1,818	52%	48%	4	5	\$ 1,927	49%	51%	4	6	\$ 2,520	38%	62%	14	19	\$ 1,768	54%	46%	5	6
700,001-800,000	\$ 2,004	50%	50%	2	4	\$ 1,925	52%	48%	5	5	\$ 2,040	49%	51%	5	7	\$ 2,675	37%	63%	6	6	\$ 1,872	54%	46%	4	4
800,001-900,000	\$ 2,172	50%	50%	2	2	\$ 2,086	52%	48%	5	6	\$ 2,211	49%	51%	3	3	\$ 2,775	39%	61%	10	13	\$ 2,045	53%	47%	0	0
900,001-1,000,000	\$ 2,336	50%	50%	1	2	\$ 2,245	52%	48%	0	0	\$ 2,379	49%	51%	6	7	\$ 2,930	40%	60%	10	22	\$ 2,215	53%	47%	8	8
1,000,001-1,500,000	\$ 2,616	50%	50%	5	15	\$ 2,514	52%	48%	14	16	\$ 2,664	49%	51%	4	5	\$ 3,135	42%	58%	35	47	\$ 2,481	53%	47%	9	10
1,500,001-2,000,000	\$ 2,780	50%	50%	0	0	\$ 2,672	52%	48%	3	9	\$ 2,832	49%	51%	1	2	\$ 3,240	43%	57%	17	28	\$ 2,651	52%	48%	7	7
2,000,001-3,000,000	\$ 2,952	50%	50%	0	0	\$ 2,836	52%	48%	5	8	\$ 3,005	49%	51%	3	3	\$ 3,420	43%	57%	24	63	\$ 2,831	52%	48%	9	12
3,000,001-4,000,000	\$ 3,116	50%	50%	0	0	\$ 2,994	52%	48%	3	9	\$ 3,173	49%	51%	0	0	\$ 3,600	43%	57%	4	4	\$ 2,978	52%	48%	3	3
4,000,001-6,000,000	\$ 3,284	50%	50%	2	11	\$ 3,156	52%	48%	1	7	\$ 3,344	49%	51%	1	1	\$ 4,010	41%	59%	4	13	\$ 3,147	52%	48%	2	9
6,000,001-8,000,000	\$ 3,448	50%	50%	1	1	\$ 3,314	52%	48%	1	3	\$ 3,512	49%	51%	0	0	\$ 5,350	32%	68%	4	20	\$ 3,304	52%	48%	0	0
8,000,001-10,000,000	\$ 3,672	50%	50%	0	0	\$ 3,528	52%	48%	0	0	\$ 3,740	49%	51%	0	0	\$ 6,375	29%	71%	0	0	\$ 3,518	52%	48%	1	1
10,000,001-12,000,000	\$ 3,896	50%	50%	0	0	\$ 3,743	52%	48%	0	0	\$ 3,967	49%	51%	0	0	\$ 7,405	26%	74%	0	0	\$ 3,732	52%	48%	0	0
12,000,001-14,000,000	\$ 4,118	50%	50%	0	0	\$ 3,957	52%	48%	0	0	\$ 4,193	49%	51%	0	0	\$ 8,430	24%	76%	0	0	\$ 3,950	52%	48%	0	0
14,000,001-16,000,000	\$ 4,340	50%	50%	0	0	\$ 4,169	52%	48%	0	0	\$ 4,420	49%	51%	0	0	\$ 9,460	23%	77%	0	0	\$ 4,102	53%	47%	0	0
16,000,001-18,000,000	\$ 4,564	50%	50%	0	0	\$ 4,384	52%	48%	0	0	\$ 4,647	49%	51%	0	0	\$ 10,490	22%	78%	0	0	\$ 4,407	52%	48%	0	0
18,000,001-20,000,000	\$ 4,786	50%	50%	0	0	\$ 4,598	52%	48%	0	0	\$ 4,874	49%	51%	0	0	\$ 11,515	21%	79%	0	0	\$ 4,587	52%	48%	0	0
20,000,001 +	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 4,815	52%	48%	0	0

Key
 In the column labeled % Nat
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Membership Attachment A – Camp Fees by Section



*The colors do not represent a judgment of what is better; it is simply a visual of the different philosophies across the country.

Fee category Nat'l-Section	New York					Northern California					Northland					Ohio					Oregon Trail				
	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp
0-25,000	\$ 647	47%	53%	10	10	\$ 604	51%	49%	3	3	\$ 559	55%	45%	2	2	\$ 558	55%	45%	3	3	\$ 609	50%	50%	0	0
25,001-50,000	\$ 763	44%	56%	3	3	\$ 700	48%	52%	2	2	\$ 608	55%	45%	2	2	\$ 607	55%	45%	8	11	\$ 670	50%	50%	1	1
50,001-100,000	\$ 965	43%	57%	10	10	\$ 900	46%	54%	5	5	\$ 792	53%	47%	3	3	\$ 760	55%	45%	4	4	\$ 842	50%	50%	1	1
100,001-200,000	\$ 1,523	33%	67%	9	12	\$ 1,300	39%	61%	7	7	\$ 914	55%	45%	5	5	\$ 913	55%	45%	14	14	\$ 1,017	49%	51%	7	9
200,001-300,000	\$ 1,970	31%	69%	11	12	\$ 1,628	38%	62%	7	7	\$ 1,117	55%	45%	10	14	\$ 1,116	55%	45%	11	24	\$ 1,249	49%	51%	0	0
300,001-400,000	\$ 2,063	31%	69%	12	13	\$ 1,705	38%	62%	3	4	\$ 1,169	55%	45%	4	4	\$ 1,169	55%	45%	8	12	\$ 1,307	49%	51%	5	8
400,001-500,000	\$ 2,181	32%	68%	10	11	\$ 1,851	38%	62%	6	7	\$ 1,270	55%	45%	4	4	\$ 1,269	55%	45%	5	7	\$ 1,418	49%	51%	2	5
500,001-600,000	\$ 2,438	36%	64%	17	20	\$ 2,365	38%	62%	3	3	\$ 1,623	55%	45%	2	2	\$ 1,621	55%	45%	2	2	\$ 1,815	49%	51%	1	1
600,001-700,000	\$ 2,559	37%	63%	4	6	\$ 2,516	38%	62%	2	2	\$ 1,726	55%	45%	4	4	\$ 1,725	55%	45%	4	5	\$ 1,961	48%	52%	0	0
700,001-800,000	\$ 2,678	37%	63%	4	4	\$ 2,665	38%	62%			\$ 1,828	55%	45%	4	4	\$ 1,827	55%	45%	3	5	\$ 2,044	49%	51%	2	3
800,001-900,000	\$ 2,826	38%	62%	8	8	\$ 2,889	38%	62%	1	1	\$ 1,982	55%	45%	3	3	\$ 1,980	55%	45%	1	1	\$ 2,215	49%	51%	1	1
900,001-1,000,000	\$ 2,972	39%	61%	8	11	\$ 3,107	38%	62%	1	10	\$ 2,132	55%	45%	2	2	\$ 2,129	55%	45%	2	2	\$ 2,384	49%	51%	0	0
1,000,001-1,500,000	\$ 3,191	41%	59%	33	39	\$ 3,479	38%	62%	8	10	\$ 2,387	55%	45%	4	11	\$ 2,384	55%	45%	7	16	\$ 2,668	49%	51%	3	3
1,500,001-2,000,000	\$ 3,353	41%	59%	10	20	\$ 3,697	38%	62%	6	10	\$ 2,538	55%	45%	2	2	\$ 2,534	55%	45%	5	23	\$ 2,836	49%	51%	2	3
2,000,001-3,000,000	\$ 3,518	42%	58%	27	30	\$ 3,926	38%	62%	3	4	\$ 2,693	55%	45%	4	14	\$ 2,691	55%	45%	5	16	\$ 2,938	50%	50%	0	0
3,000,001-4,000,000	\$ 3,680	42%	58%	15	21	\$ 4,144	38%	62%	2	10	\$ 2,843	55%	45%	1	2	\$ 2,840	55%	45%	0	0	\$ 3,102	50%	50%	0	0
4,000,001-6,000,000	\$ 4,082	40%	60%	13	17	\$ 4,368	38%	62%	1	11	\$ 2,997	55%	45%	1	4	\$ 2,993	55%	45%	1	2	\$ 3,267	50%	50%	0	0
6,000,001-8,000,000	\$ 6,180	28%	72%	2	3	\$ 4,586	38%	62%	0	0	\$ 3,147	55%	45%	1	6	\$ 3,143	55%	45%	0	0	\$ 3,433	50%	50%	0	0
8,000,001-10,000,000	\$ 7,353	25%	75%	2	3	\$ 4,884	38%	62%	0	0	\$ 3,351	55%	45%	0	0	\$ 3,347	55%	45%	0	0	\$ 3,658	50%	50%	0	0
10,000,001-12,000,000	\$ 8,526	23%	77%	1	5	\$ 5,182	38%	62%	0	0	\$ 3,555	55%	45%	1	1	\$ 3,551	55%	45%	0	0	\$ 3,877	50%	50%	0	0
12,000,001-14,000,000	\$ 9,697	21%	79%	2	7	\$ 5,477	38%	62%	0	0	\$ 3,757	55%	45%	0	0	\$ 3,754	55%	45%	0	0	\$ 4,098	50%	50%	0	0
14,000,001-16,000,000	\$ 10,869	20%	80%	0	0	\$ 5,772	38%	62%	0	0	\$ 3,960	55%	45%	0	0	\$ 3,956	55%	45%	0	0	\$ 4,319	50%	50%	0	0
16,000,001-18,000,000	\$ 12,042	19%	81%	0	0	\$ 6,070	38%	62%	0	0	\$ 4,164	55%	45%	0	0	\$ 4,160	55%	45%	0	0	\$ 4,542	50%	50%	0	0
18,000,001-20,000,000	\$ 13,214	18%	82%	0	0	\$ 6,365	38%	62%	0	0	\$ 4,367	55%	45%	0	0	\$ 4,362	55%	45%	0	0	\$ 4,763	50%	50%	0	0
20,000,001 +	\$ 14,425	17%	83%	1	10	\$ 6,554	38%	62%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0

Key
 In the column labeled % Nat
 • The color becomes darker as national receives a greater percentage of the combined fee.
 • The lighter colors indicate that a smaller portion of the fee goes to the national office.



Membership Attachment A – Camp Fees by Section

*The colors do not represent a judgment of what is better; it is simply a visual of the different philosophies across the country.

Fee category Nat'l-Section	Rocky Mountain					Southeastern					Southern California/Hawaii					Southwest					St Louis				
	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp
0-25,000	\$ 451	68%	32%	4	9	\$ 456	67%	33%	14	14	\$ 546	56%	44%	17	19	\$ 536	57%	43%	4	4	\$ 562	54%	46%	3	3
25,001-50,000	\$ 570	58%	42%	2	2	\$ 548	61%	39%	9	10	\$ 681	49%	51%	11	16	\$ 583	57%	43%	1	1	\$ 614	54%	46%	3	3
50,001-100,000	\$ 811	51%	49%	0	0	\$ 765	55%	45%	21	22	\$ 960	43%	57%	17	22	\$ 730	57%	43%	3	3	\$ 770	54%	46%	1	1
100,001-200,000	\$ 1,075	47%	53%	2	2	\$ 1,090	46%	54%	12	14	\$ 1,543	32%	68%	18	24	\$ 877	57%	43%	7	7	\$ 941	53%	47%	4	5
200,001-300,000	\$ 1,454	42%	58%	3	5	\$ 1,437	43%	57%	16	18	\$ 2,045	30%	70%	14	16	\$ 1,071	57%	43%	6	7	\$ 1,151	53%	47%	3	4
300,001-400,000	\$ 1,521	42%	58%	4	4	\$ 1,514	42%	58%	16	28	\$ 2,142	30%	70%	11	14	\$ 1,122	57%	43%	2	2	\$ 1,206	53%	47%	0	0
400,001-500,000	\$ 1,653	42%	58%	3	3	\$ 1,638	42%	58%	6	10	\$ 2,328	30%	70%	8	8	\$ 1,218	57%	43%	5	7	\$ 1,309	53%	47%	3	10
500,001-600,000	\$ 2,195	41%	59%	1	1	\$ 1,901	47%	53%	9	9	\$ 2,744	32%	68%	6	7	\$ 1,556	57%	43%	1	4	\$ 1,676	53%	47%	4	4
600,001-700,000	\$ 2,333	41%	59%	1	1	\$ 2,044	46%	54%	0	0	\$ 2,917	32%	68%	3	6	\$ 1,656	57%	43%	0	0	\$ 1,782	53%	47%	2	2
700,001-800,000	\$ 2,471	41%	59%	1	2	\$ 2,153	47%	53%	5	5	\$ 3,089	32%	68%	4	9	\$ 1,754	57%	43%	0	0	\$ 1,887	53%	47%	0	0
800,001-900,000	\$ 2,678	41%	59%	2	2	\$ 2,264	48%	52%	7	9	\$ 3,349	32%	68%	5	7	\$ 1,901	57%	43%	1	1	\$ 2,044	53%	47%	1	1
900,001-1,000,000	\$ 2,989	39%	61%	3	3	\$ 2,399	49%	51%	5	6	\$ 3,907	30%	70%	3	3	\$ 2,044	57%	43%	2	2	\$ 2,199	53%	47%	1	4
1,000,001-1,500,000	\$ 3,346	39%	61%	6	11	\$ 2,593	50%	50%	19	21	\$ 4,375	30%	70%	5	5	\$ 2,289	57%	43%	4	7	\$ 2,442	54%	46%	5	6
1,500,001-2,000,000	\$ 3,558	39%	61%	1	1	\$ 2,890	48%	52%	6	12	\$ 4,651	30%	70%	14	18	\$ 2,433	57%	43%	0	0	\$ 2,620	53%	47%	1	1
2,000,001-3,000,000	\$ 3,774	39%	61%	0	0	\$ 3,083	48%	52%	18	28	\$ 4,933	30%	70%	10	22	\$ 2,583	57%	43%	1	2	\$ 2,779	53%	47%	1	2
3,000,001-4,000,000	\$ 3,986	39%	61%	1	1	\$ 3,272	48%	52%	4	6	\$ 5,211	30%	70%	2	2	\$ 2,727	57%	43%	0	0	\$ 2,937	53%	47%	0	0
4,000,001-6,000,000	\$ 4,201	39%	61%	0	0	\$ 3,426	48%	52%	5	8	\$ 5,919	28%	72%	4	6	\$ 2,874	57%	43%	0	0	\$ 3,081	53%	47%	0	0
6,000,001-8,000,000	\$ 4,412	39%	61%	0	0	\$ 3,652	47%	53%	1	1	\$ 6,217	28%	72%	0	0	\$ 3,017	57%	43%	0	0	\$ 3,220	54%	46%	0	0
8,000,001-10,000,000	\$ 4,697	39%	61%	0	0	\$ 4,193	44%	56%	1	3	\$ 6,618	28%	72%	0	0	\$ 3,213	57%	43%	0	0	\$ 3,411	54%	46%	0	0
10,000,001-12,000,000	\$ 4,982	39%	61%	0	0	\$ 4,412	44%	56%	0	0	\$ 7,020	28%	72%	1	16	\$ 3,409	57%	43%	0	0	\$ 3,613	54%	46%	0	0
12,000,001-14,000,000	\$ 5,266	39%	61%	0	0	\$ 4,737	43%	57%	0	0	\$ 7,420	28%	72%	1	2	\$ 3,603	57%	43%	0	0	\$ 3,791	54%	46%	0	0
14,000,001-16,000,000	\$ 5,551	39%	61%	0	0	\$ 5,384	40%	60%	0	0	\$ 7,821	28%	72%	0	0	\$ 3,798	57%	43%	0	0	\$ 3,981	55%	45%	0	0
16,000,001-18,000,000	\$ 5,837	39%	61%	0	0	\$ 5,924	39%	61%	0	0	\$ 8,223	28%	72%	0	0	\$ 3,994	57%	43%	0	0	\$ 4,093	56%	44%	0	0
18,000,001-20,000,000	\$ 6,121	39%	61%	0	0	\$ 6,249	38%	62%	0	0	\$ 8,624	28%	72%	0	0	\$ 4,188	57%	43%	1	2	\$ 4,204	57%	43%	0	0
20,000,001 +	\$ 6,304	40%	60%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0

Key
 In the column labeled **% Nat**

- The color becomes darker as national receives a greater percentage of the combined fee.
- The lighter colors indicate that a smaller portion of the fee goes to the national office.



Membership Attachment A – Camp Fees by Section

*The colors do not represent a judgment of what is better; it is simply a visual of the different philosophies across the country.

Fee category Nat'l-Section	Texoma					Upstate New York					Virginias					Wisconsin				
	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp	Total	% Nat	% Sec	# Op	# Cp
0-25,000	\$ 590	52%	48%	5	8	\$ 544	56%	44%	5	5	\$ 532	58%	42%	4	4	\$ 578	53%	47%	4	9
25,001-50,000	\$ 645	52%	48%	3	4	\$ 592	56%	44%	1	1	\$ 609	55%	45%	2	2	\$ 629	53%	47%	0	0
50,001-100,000	\$ 826	50%	50%	3	6	\$ 741	56%	44%	10	11	\$ 761	55%	45%	5	7	\$ 788	53%	47%	3	6
100,001-200,000	\$ 993	50%	50%	8	9	\$ 890	56%	44%	6	6	\$ 986	51%	49%	7	7	\$ 947	53%	47%	6	6
200,001-300,000	\$ 1,242	49%	51%	6	6	\$ 1,087	56%	44%	3	3	\$ 1,202	51%	49%	4	4	\$ 1,157	53%	47%	3	4
300,001-400,000	\$ 1,332	48%	52%	6	9	\$ 1,139	56%	44%	5	6	\$ 1,261	51%	49%	3	3	\$ 1,211	53%	47%	4	4
400,001-500,000	\$ 1,480	47%	53%	6	9	\$ 1,237	56%	44%	1	1	\$ 1,360	51%	49%	5	5	\$ 1,315	53%	47%	6	6
500,001-600,000	\$ 1,936	46%	54%	2	2	\$ 1,580	56%	44%	2	3	\$ 1,867	48%	52%	4	4	\$ 1,680	53%	47%	2	2
600,001-700,000	\$ 2,106	45%	55%	4	6	\$ 1,680	56%	44%	2	2	\$ 1,985	48%	52%	5	7	\$ 1,788	53%	47%	4	7
700,001-800,000	\$ 2,278	44%	56%	1	1	\$ 1,780	56%	44%	1	2	\$ 2,121	47%	53%	3	3	\$ 1,894	53%	47%	6	7
800,001-900,000	\$ 2,469	44%	56%	2	2	\$ 1,929	56%	44%	0	0	\$ 2,275	48%	52%	2	2	\$ 2,053	53%	47%	3	3
900,001-1,000,000	\$ 2,657	44%	56%	3	6	\$ 2,075	56%	44%	0	0	\$ 2,449	48%	52%	1	1	\$ 2,208	53%	47%	6	6
1,000,001-1,500,000	\$ 3,039	43%	57%	6	6	\$ 2,324	56%	44%	3	4	\$ 2,826	46%	54%	6	7	\$ 2,472	53%	47%	7	8
1,500,001-2,000,000	\$ 3,232	43%	57%	5	9	\$ 2,470	56%	44%	1	2	\$ 2,920	48%	52%	1	1	\$ 2,627	53%	47%	1	1
2,000,001-3,000,000	\$ 3,428	43%	57%	12	14	\$ 2,622	56%	44%	1	1	\$ 3,191	46%	54%	1	1	\$ 2,790	53%	47%	2	6
3,000,001-4,000,000	\$ 3,620	43%	57%	0	0	\$ 2,765	56%	44%	1	10	\$ 3,477	45%	55%	1	1	\$ 2,945	53%	47%	3	4
4,000,001-6,000,000	\$ 3,895	42%	58%	0	0	\$ 2,917	56%	44%	0	0	\$ 3,659	45%	55%	0	0	\$ 3,103	53%	47%	0	0
6,000,001-8,000,000	\$ 4,091	42%	58%	0	0	\$ 3,063	56%	44%	0	0	\$ 4,079	42%	58%	1	6	\$ 3,258	53%	47%	0	0
8,000,001-10,000,000	\$ 4,355	42%	58%	0	0	\$ 3,261	56%	44%	0	0	\$ 4,338	42%	58%	0	0	\$ 3,470	53%	47%	0	0
10,000,001-12,000,000	\$ 4,622	42%	58%	0	0	\$ 3,461	56%	44%	0	0	\$ 5,193	38%	62%	0	0	\$ 3,682	53%	47%	0	0
12,000,001-14,000,000	\$ 4,885	42%	58%	1	3	\$ 3,658	56%	44%	0	0	\$ 5,841	35%	65%	0	0	\$ 3,892	53%	47%	0	0
14,000,001-16,000,000	\$ 5,148	42%	58%	0	0	\$ 3,855	56%	44%	0	0	\$ 6,490	33%	67%	0	0	\$ 4,101	53%	47%	0	0
16,000,001-18,000,000	\$ 5,403	42%	58%	0	0	\$ 4,054	56%	44%	0	0	\$ 7,239	32%	68%	0	0	\$ 4,313	53%	47%	0	0
18,000,001-20,000,000	\$ 5,676	42%	58%	0	0	\$ 4,246	56%	44%	0	0	\$ 7,788	31%	69%	0	0	\$ 4,523	53%	47%	0	0
20,000,001 +	\$ 2,504	100%	0%	0	0	\$ 2,504	100%	0%	0	0	\$ 7,504	33%	67%	0	0	\$ 2,504	100%	0%	0	0



Membership Attachment B – Potential Market

This document considers three views of the universe of camps.

1. A view of the potential camp universe – Version 1

Camp universe 12,000. ACA has, for years, estimated the number of camps in the United States at 12K. Others in the business of listing camps claim 15K – 17K camps across the country. There is evidence that these 15K – 17K figures include duplicate entries. Therefore, for one model of the potential universe of camps, we'll begin with 12K. Comparing that 12K figure with current ACA affiliated camps, we see that ACA is currently serving 21% of camps in the United States. If we assume gains of 1%, 3%, and 5% of 12,000 over three years, first year gain of 1% = 120, second year 3% = 360, third year 5% = 600.

2. A view of the potential camp universe – Version 2 (See Potential Market by State, page 26.)

Camp universe 17,438. This number is extrapolated from state totals on the pages in this attachment called Potential Market by State. From this we might estimate first year gain at 1% = 173; second year 3% = 524; 5% = 872.

3. A view of the potential camp universe – Version 3

This version does not look from the top down as in the first two versions, but looks at some individual camp markets, including traditional camps, afterschool programs, franchise programs, international programs.

Traditional camps: Approximately 2,600 camps are affiliated or accredited by ACA. Assume that the universe of traditional camps remains in the neighborhood of the previously estimated **12,000** (version 1). This includes camps run by agencies, religiously affiliated organizations, private individuals or groups, and municipalities. Using this number, ACA affiliated/accredited camps represent 21% of the existing traditional camp market.

- Municipal programs represent one of the largest and potentially easily identifiable sets of programs. Figures suggest **10K+ parks and recreation programs**, many with multiple day camps/programs (NRPA, professional list companies). Assume: Programs represent camps that will be paying on the low end of the fee range. Assume: First-year gain of 1 municipal operator per section in first year with each operator running an average of 5 programs = 24 operators (with 5 programs each) and 120 camps/programs. Second-year, additional gain of same amount = 200 operators and 120 camps/programs. Third-year, additional gain of same amount = 200 operators and 120 camps/programs.
- ACA's current market penetration into day camp programs run by YMCAs (283 of 1,100 branches) and JCCs (84 of 200 locations) is only 367 of **1,383** or 27%. Assume: High percentage of these are programs we assume will be paying on the low end of the fee range. Assume first-year gain of 1% = 14 programs. Second-year gain an additional 3% = 42 programs. Third-year gain an additional 5% = 70 programs.
- Religiously affiliated camps (CCCA, RAC). Assume: First-year gain 10 programs. Second-year additional gain of **same** amount = 10 programs. Third-year additional gain of same amount = 10 programs.
- Private camps. Assume first year gain of 1 per section = 24. Second-year, additional gain of same amount = 24. Third-year, additional gain of same amount = 24.
- **Traditional Camp Subtotals – potential gain over three years: 168, 196, 224.**

Membership Attachment B – Potential Market, Continued

Afterschool Programs: The National Afterschool Association has 9,000 individual members. We do not currently have data estimates for the number of afterschool programs. This includes afterschool and out-of-school time programs and day camps and youth programs run by schools and clubs. This is all new territory. Assume: First-year gain of afterschool or school-run programs in half of the states = 25. Second-year, additional gain of same amount = 25. Third-year, additional gain of same amount = 25. **Afterschool Program Subtotals = potential gain over three years: 25, 25, 25.**

Franchise Programs: We do not have data in this area currently. This is all new territory for ACA. Assume: First-year gain of 2 franchise programs with 20 camps each = 2 (40). Second-year, same gain = 2 (40). Third-year, same gain, = 2 (40). **Franchise Program Subtotals – potential gain over three years [franchise organizations (camps)]: 2 (40), 2 (40), 2 (40).**

International Programs: International Camping Federation has identified 61,088 camp programs in 16 countries, all with contact points. Assume: first-year gain .25% = 153 programs; second –year, additional .5% = 305; third-year, additional 1% = 611. **International Program Subtotals – potential gain over three years: 153, 305, 611.**

Potential New Camps – Three Possibilities			
	Year 1 gain	Year 2 gain	Year 3 gain
1. Version 1 – begin with 12,000	120	360	600
2. Version 2 – begin with 17,438 extrapolated from states chart	173	524	872
3. Version 3 – examine individual market segments	386	566	901
Average growth per year, from three separate looks at the market	226	313	791

Membership Attachment B – Potential Market, Continued

Potential Market by State

State	*Number of Camps the State Reported	Number of ACA Camps	ACA % of Current Market	First Year Potential Growth 1% of Total Market	Second Year Potential Growth 3% of Total Market Share	Third Year Potential Growth 5% of Total Market Share
California	2200	307	14%	22	66	110
Connecticut	457	68	15%	5	14	23
Illinois	150	117	78%	2	5	8
Indiana	205	63	31%	2	6	10
Maine	188	51	27%	2	6	9
Michigan	507	73	14%	5	15	25
New Jersey	775	128	17%	8	23	39
New York	2861	287	10%	29	86	143
North Carolina	150	77	51%	2	5	8
Texas	525	83	16%	5	16	26
TOTAL	8018	1254	16%	80	241	401

* = most states track only camps that are required to have a license (i.e., residential camps). Some states have exemptions for some programs. For example, Texas exempts from licensing all programs run on a university campus and municipally run programs. New Jersey also exempts from licensing all municipally run programs.

Membership Attachment B – Potential Market, Continued

Potential Market by State (*continued*)

- Note: We have counts for 10 of 50 states. The number of ACA fee paying camps in those same 10 states equals 1,254, or 46% of total ACA fee paying camps.
- Therefore, in year one, a growth of 80 camps in these 10 states represents only 46% of the potential growth for all states. Growth for all states = 173 camps.
- And in year two, a growth of 241 camps in these 10 states represents 46% of the potential growth for all states in that year. Growth for all states = 524 camps.
- And in year three, a growth of 401 in these 10 states represents 46% of the potential growth for all states in that year. Growth for all states = 872 camps.
- International potential 610 in first 3 years (see International document for further information).

Membership Attachment B – Potential Market, Continued

Market Potential — International*

*The information in these pages related to international is taken from a September 2007 report given by Linda Pulliam and the International Camping Federation. It is used here by permission.

Total Camps in these countries 61,088 camps

We could potentially have 1% join in 3 years – 610 camps

Potential Global Resource Partners – 61,088 camps identified here

In this electronic world, there is *no reason to not connect* with these camps and people. We need an international camp model which should focus on electronic benefits, ACA Web site info, e-Institute courses, Webinars, HL digitizing books, *Camping Magazine* and *CampLine*, downloadable research, publications, forms (would they be appropriate in their environments?), tips, *ACA Now*, Camp Director's Discussion Board (listservs), and message board (forums). These things touch education, tools/resources, and networking.

Plan

- Involve Linda and Richard Pulliam and ICF
- Electronic world changes everything – Healthy Learning; *Camping Magazine*; and e-Institute
- Suggest minimal flat annual fee for camp affiliation not based on operating budget; includes two individual memberships
- Sign that they meet standards in their country
- No accreditation available internationally
- Discounts in Bookstore and e-Institute, electronic magazine, and international event at conference

Camp Associations or Connections in Other Countries

Australia

Brazil

Canada

Colombia

Greece

Hong Kong

India

Japan

Malaysia

Mexico

Mongolia

Romania

Russia

Turkey

Ukraine

Venezuela

Australia

Victoria Camping Association founded in 1983

Australian Camping Association founded in 2006

Tent camping began in 1907

Few summer camps – primarily outdoor education in the schools, 10 months

Camping with Confidence – accreditation program

Cooperation with State Department of Education

Brazil

Brazilian Camping Association – developing standards

Two factions; may end up with two associations

15–20 camps

Canada

Canadian Camping Association – 600 camp members, 8 provincial associations

Association des Camps du Quebec – 96 summer camps, 79 day camps, 64 nature camps, 85,000 children

Ontario Camping Association – 296 camps

Accreditation by provincial associations

Membership Attachment B – Potential Market, Continued

Greece

Greek Camping Association – **40** camps
Greek Private Camps Association – **65** camps
Camps began in early 1900s
10 million people – 100,000 children attend camp
Many operated by companies and governmental departments

Hong Kong

Camping Association of Hong Kong – Founded in 2002
56 camps and 68 water sports centers
Provide training and enhance image of camping
Major concern – risk management
Camps began in 1960s

Japan

National Camping Association of Japan – Began 1966
3,500 camps – 30 million campers
Recognized by the Ministry of Education – 1990
Membership – 25,000 individuals and member federations
20,000 accredited leaders
Creating a unique Japanese model

Malaysia

National Camp Association of Malaysia
40 camps
Nongovernmental Organization
Emphasis on human rights, environmental preservation, and international understanding
Camping began in 1960s
2000 – Sudden growth in camp industry

Mexico

Asociacion Mexicana de Campamentos – 1996
Hosted ICC 2005
168 organized camps
Working with Ministries of Health, Education and Tourism for recognition
Working to establish camp standards

Mongolia

Population of 2.7 million
1 Nairamdal International Youth Center – largest – 3,000 people
Mongolian Camping Association
Hosts international sessions each summer
2006 – “Standard of Mongolia Client Services”

Russia

Russian Camping Association
55,000 camps – 6 million children (before the fall of the Wall 110K, plummeted to 35K, now back up)
600 camping organizations
Annual Camp Directors’ Conference
Government regulation and monitoring by RCA

Membership Attachment B – Potential Market, Continued

Ukraine

1,500 camps serve 2 million children – half resident camp
Private camps are growing
Ukrainian Camp Association – “Leleka” founded in 1999
Government financial support for socially disadvantaged children
Camps face financial and economical challenges

Venezuela

An emerging industry
Asociacion Venezolana de Campamentos – 1989
40 resident camps – 12,000 children
50 day camps – 20,000 children
Accreditation program
Published program guide – 2005
National staff training
English Camp

Hole in the Wall Camps – Europe

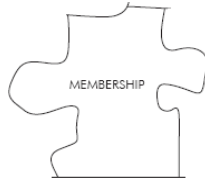
Barretstown – Ireland
First U.S. camp founded by Paul Newman in 1994, Connecticut
15,000 children with serious medical conditions each year
Free to qualifying children
13 camps existing or shortly to open
New camps – England, France, Ireland, Italy, Hungary, Israel, and more
In Italy – Hole in the Wall is wonderful – group of 20 kids from Iraq with serious health issues – integrated into program with Italian and German kids – American Foreign Consulate came in

Challenges

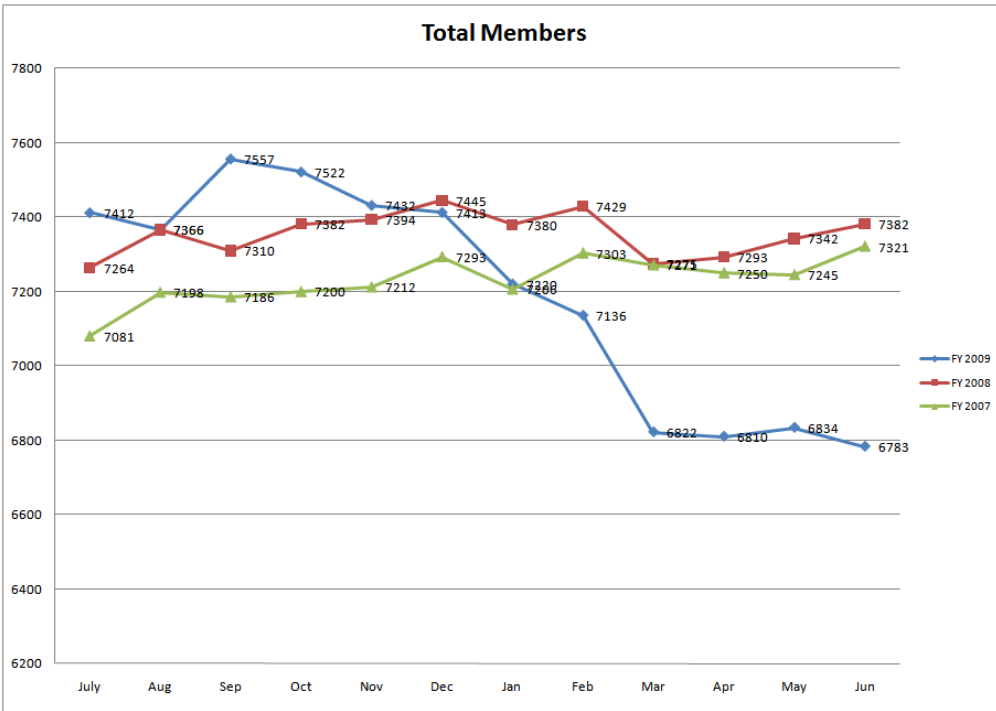
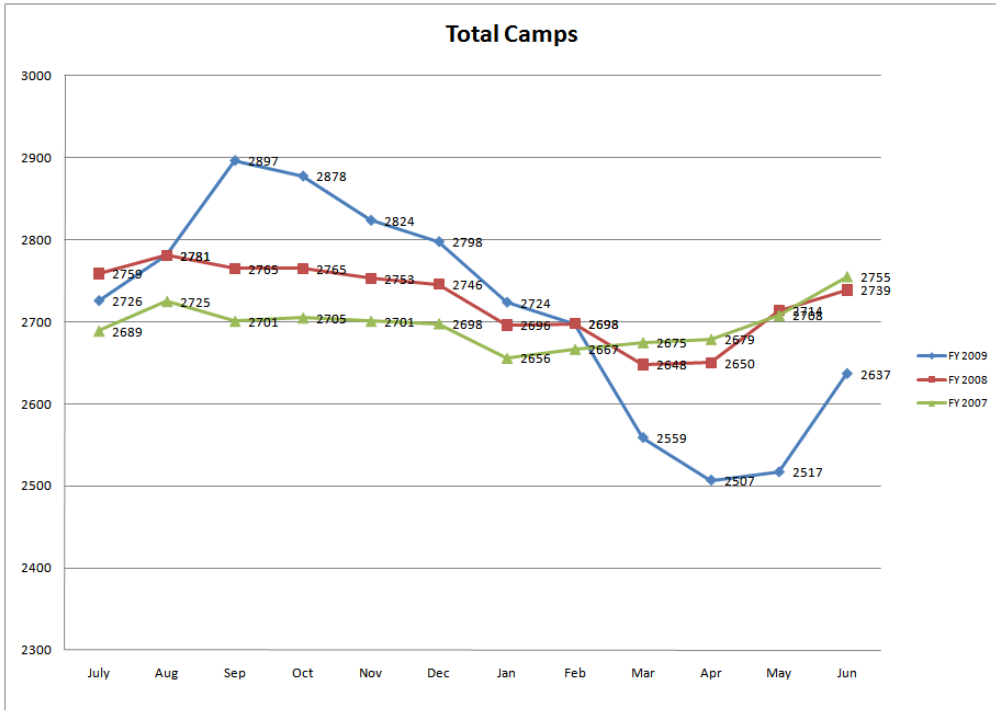
Finances
Governmental regulations
Public awareness
Competition
Insurance
Staff

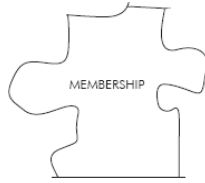
Best Practices

Accreditation – U.S., Canada, Venezuela, Australia
Certification – Quebec
Government oversight – Russia, Greece, European Union, Mongolia, Ukraine, Hong Kong, Malaysia
Director/staff certification – Japan
Best practices – ALL



Membership Attachment C – ACA Camp and Membership Growth FY2007 – FY2009





Membership Attachment D – Repurposed Membership Groupings and Value Statements

The American Camp Association is a community of camp professionals who, for more than 100 years, have joined together to share our knowledge and experience and to ensure the quality of camp programs. Because of our diverse 7,000 plus membership and our exceptional programs, children and adults have the opportunity to learn powerful lessons in community, character building, skill development, healthy living, and environmental stewardship — lessons that can be learned nowhere else. As a leading authority in youth development, ACA works to preserve, promote, and improve the camp experience.

The American Camp Association Camp Affiliation/Camp Accreditation

Camps affiliated with ACA enjoy the benefits of membership in the only national association of its kind, devoted to enriching the lives of children, youth, and families through the camp experience. Benefits to member camps include:

- A higher quality in the member camp's program
- The ability to achieve a higher level of professionalism among the camp's staff and to remain current in areas of expertise
- Access to professional networks (greater access for accredited camps, e.g., access to PROTECTScreen background checks via FBI)
- Access to resources relevant to the camp experience, camp business, and the world impacting the camp industry
- An improved ability to articulate the value of the camp experience to parents, campers, media, funders, legislators, and other stakeholders
- Access to discounts and savings on services offered by ACA and by camp-related businesses (greater access for accredited camps, e.g., ASCAP discount available only to accredited camps)

Member camps have access to the following features and services:

- Accreditation services
- Online communication toolkit
- Tools and research for program evaluation and improvement
- Current research related to youth development, health, business operations, enrollments, and staffing issues in camp
- Leadership institutes, educational workshops, online courses, and Webinars for staff
- Professional development process for staff members
- *Camping Magazine* for all camp staff members included in the camp's membership
- Camp-related DVDs, books, and other publications
- Staff recruitment network
- Listing in Find-a-Camp (affiliated camp listing shows enhancements not available to other camps; accredited camp listings have greatest visual and informational enhancements)

A camp membership fee is paid annually. *As a prerequisite to camp membership, a camp must agree to a set of minimum practices. Only affiliated camps may seek and earn The ACA Accreditation Seal.* Member camps may display the member camp logo. Accredited camps may display the member camp and the accredited-camp logo. When a membership lapses, the camp may no longer display the logo. Camp members include private camps, agency camps, religiously affiliated camps, clubs programs, afterschool and out-of-school time programs, and more, from across the United States.

Membership Attachment D – Repurposed Membership Groupings and Value Statements, Continued

The American Camp Association Individual Membership

Camp and Youth Development Professionals who attain membership in the American Camp Association belong to the only national association of its kind, devoted to enriching the lives of children, youth, and families through the camp experience. Members of the ACA professional community enjoy a myriad of benefits, including:

- The ability to achieve a higher level of professionalism and to remain current in areas of expertise
- The ability to earn Camp Certificates of Added Qualifications (CCAQs) as recognition for a higher level of professional development
- Being part of a learning community that is committed to professional development
- Access to resources relevant to youth development, the camp experience, camp business, and the world impacting the camp industry
- An improved ability to articulate the value of the camp experience to parents, campers, media, funders, legislators, and other stakeholders
- Discounts and savings on services, education, and events offered by ACA and by camp-related businesses

Individual members have access to the following features and services:

- ACA's Professional Development Program
- Networking opportunities via online discussion groups, an employment center, and attendance at professional development events
- Online communication toolkit
- Tools and research for program evaluation and improvement
- Current research related to health, business operations, enrollments, and staffing issues in camp
- Leadership institutes, educational workshops, online courses, and Webinars
- Professional development process
- *Camping Magazine*
- Camp-related DVDs, books, and other publications
- Staff recruitment network

An individual membership fee is paid annually. *Only individual members may seek and earn ACA's Certificates of Added Qualification (CCAQs) and access to ACA's online professional development center.* When an individual membership lapses, the member may no longer access discounts or earn CCAQs. Individual members include youth development professionals and educators who work in private camps, agency camps, religiously affiliated camps, clubs programs, afterschool and out-of-school time programs, and more. ACA currently has individual members across the United States and around the world.

The American Camp Association Business Affiliation

Businesses, associations, and organizations that desire connections with camp and youth development professionals, camps, and the Network may affiliate with the American Camp Association, the only national association of its kind, devoted to enriching the lives of children, youth and families through the camp experience. Business members of the ACA professional community enjoy a myriad of benefits, including:

- The inside track to the camp market via ACA's direct mail or email lists
- Discount advertising opportunities in various ACA publications (print and electronic)
- A listing in ACA's online *Buyer's Guide*
- Discounts on exhibiting at ACA national events
- Use of the ACA Business Affiliate Logo
- Access to research about camp programs

Membership Attachment D – Repurposed Membership Groupings and Value Statements, Continued

Business members have access to the following features and services:

- Networking opportunities via online discussion groups and attendance at professional development events
- Current research related to health, business operations, enrollments, and staffing issues in camp
- *Camping Magazine*
- Camp-related DVDs, books, and other publications

A business membership fee is paid annually. *Only business members may display the ACA Business Affiliate logo.* When a Business Affiliate's membership lapses, the member may no longer access discounts or display the logo. Business members include those who want to build relationships with and provide products or services to camps and youth development professionals and educators and to the families of those attending camp.

The American Camp Association Friends Network (suggested for 2011)

Parents, caregivers, campers, and former campers connect with one another through a community known as The American Camp Association Friends Network. Network members enjoy special news features, inspirational stories about camp experiences, and access to “all things camp.”

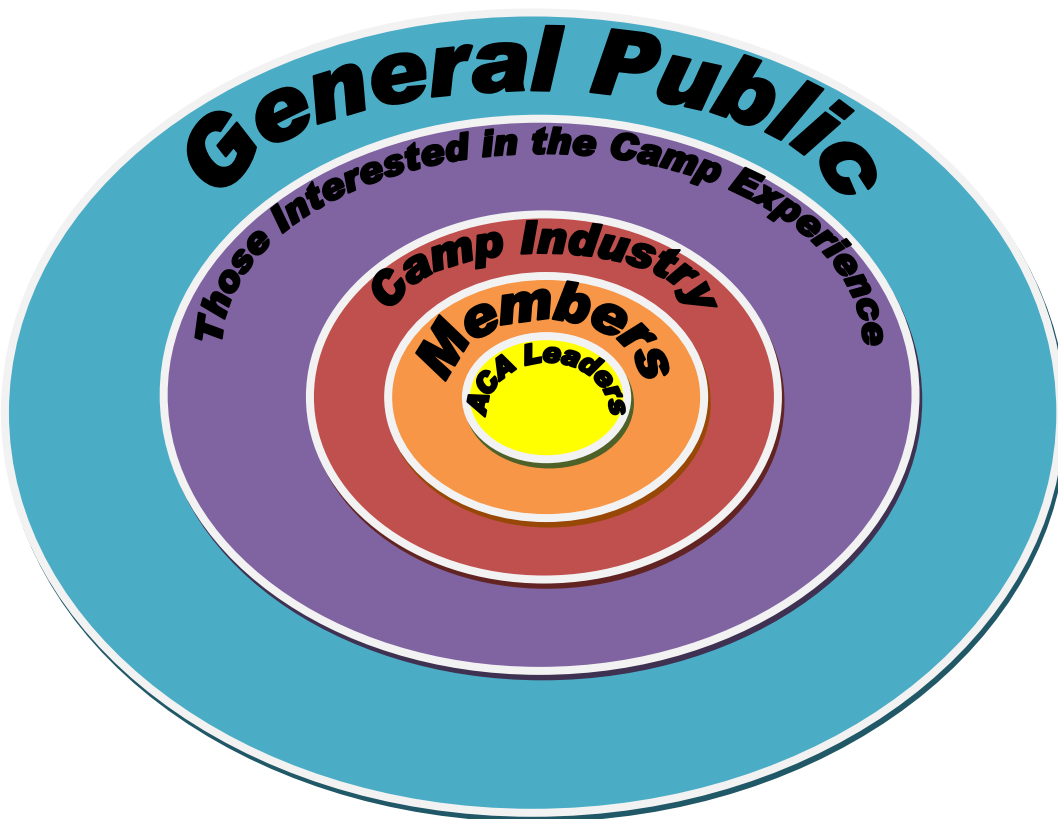
Membership Attachment D – Repurposed Membership Groupings and Value Statements, Continued

Expanded Market Philosophy

This illustrates the expanded market philosophy used when considering repurposed categories of membership. The terms below do not indicate types of membership but types of involvement in the association. They cross member types.

Casual, Connected, Committed...

Casual-Short-term, sporadic, needs-based, Web-based
Connected-Relationship-based, frequent, Web and in-person
Committed-Longer term, loyalty-based



20/20 Vision Progress Report Local/Section Operations



Team:

20/20 Task Force: Scott Brody, Rich Garbinsky, Ann Sheets, Peg Smith, Peter Surgenor, Posie Taylor, Diane Tyrrell, Susan Yoder

Overview Statement:

The ability to influence the public about the value and importance of the camp experience, especially to the new demographic is seriously and significantly impaired by our current structure in which we, more often than not, operate like 25 separate businesses.

In May, when we shared with you an outline for a preferred structure of the organization, we were asked to develop two different models based on your input. This report includes all of the work we did in developing those two models. We feel it is important to share with you that while you will see all of the information about both models, we believe that Model A is the better model for ACA. It provides a framework in which an organization of multiple stakeholders with diverse beliefs and styles of operation can work together, while still achieving the principles of the model we shared with you in May. It also addresses the challenge of distributed power with clearly defined roles and responsibilities to the whole, yet interdependent and shared.

Relevancy to ACA's Preferred Future:

From the list of the 10 items for ACA's Preferred Future, the following are relevant to this project:

- *Item 1 —ACA would be an organization that shares and embraces a common vision and mission.*
- *Item 2 —ACA would recognize the significant challenge of influencing our complex culture and would mobilize its collective resources across the country to advance the success of the whole.*
- *Item 3 —ACA would have strong delivery systems capable of providing relevant service to a broad range of users, including camp professionals, parents, and others interested in the camp experience.*
- *Item 4— ACA would have contemporary and dynamic strategies designed to maximize and mobilize all appropriate resources (fiscal, human, and knowledge).*
- *Item 6 —ACA would have both a national and a local presence.*
- *Item 8 —ACA would have unified operational processes and procedures to maximize efficacy and desired outcomes and minimize confusion and competition.*

Assumptions:

- ACA will not continue to operate as 25 separate businesses. Any new future will have one business model that preserves our strengths and addresses our challenges.
- Current Section reserves will be restricted for future use as specifically outlined by the current Section.
- Regional conferences will be maintained.
- The state of Illinois Title XX government program that provides children with camp experiences will be preserved.
- Regardless of future model and if desired by ACA, New England, ownership of their building can be maintained by the New England Camp Director's Association (their current incorporated name —without the “dba”).
- Any new organizational model must preserve the ability for local entities/regions to be entrepreneurial, to respond to the unique and emerging challenges in their environment, and to retain the profit from such events in order to support other services.

Facts, Research, Environmental Scan:

- We examined many different models of association structure, including:
 - Models where a national organization has regionally—based affiliates that are separately incorporated from the national organization and are tied together by a written agreement (e.g., Habitat for Humanity, Spina Bifida Association).
 - Models where a national organization has local offices with groups of local volunteers serving on a local board (e.g., National Association for the Education of Young Children, American Heart Association, The League).
 - Models where a national organization has local franchises (e.g., corporate models such as Subway®, and similar to the Boys and Girls Clubs of America).

Findings:

- The ability to influence the public about the value and importance of the camp experience, especially to the new demographic, is seriously and significantly impaired by our current systems.
 - Of the estimated 12,000 traditional camps in the US, only 2,600 are accredited by ACA.
 - The number attending all camps is less than 20% of the total population of children.
 - The number attending ACA camps is less than 2% of the total population of children.
- Internal competition (between national and sections, and between different sections) and differences in human and fiscal resources detracts from our ability to apply rigor and resource to programs and services that support our core values.
 - 9 of 24 sections have fewer than 200 members
 - 15 sections have fewer than 100 camps
 - 4 sections have fewer than 50 camps
 - 15 sections do not have a full—time staff person
 - only 4 sections have more than one staff person
 - 7 sections have less than \$50K in net assets
 - 6 sections have less than \$50K in annual income
 - 16 of our 24 sections rely on dues and fees for over 60% of their annual operating budgets
 - For more of these findings, refer to the “Brutal Truths” information previously shared on the ACA Web site: www.ACAcamps.org/2020/
- Current cost of doing business is not understood by most sections. ACA national is absorbing many “costs of doing business” for the sections with limited return on investment per growth or relevancy as a national association.

Recommendations:

Two potential models for the future structure of the organization:

Topic:	Model A	Model B
General Description	One national corporation with multiple regions, networking groups, and affinity groups; with authority vested in the Board and delegated to the CEO.	One national entity that contracts (through an affiliation agreement) with multiple, separately incorporated organizations for service delivery; with the authority to set the terms of the affiliation agreements vested with the Board and delegated to the CEO.
Volunteer Roles	Regardless of model, the roles of volunteers will continue to be: serving on National and Regional boards, committees and task forces, serving on special project work groups, etc.	
National Board Role	Sets overall policies, determines strategic direction for the entire association. Receives input from Council of Delegates — which is comprised of people from each region.	Develops the affiliation agreement specifying effective processes, reviews, controls, and sanctions related to: Intellectual Property Accounting Human Resources/Payroll National Programs & Services Delivery, including: Standards Education Legal/Contract management Fund Raising Public Policy Public Awareness
National CEO	Responsible for hiring and supervision of staff, but for regional staff —develops criteria for use at the local level so regional boards may hire their own staff. Performance review of regional staff is conducted in partnership with the National CEO and the regional boards.	Responsible for hiring and supervision of national staff only. The separately incorporated entities that choose to contract with ACA through an affiliation agreement are completely responsible for their own staff.
All Other Staff	Report to the National CEO. Regional staff report to both the National CEO and their Regional Boards as indicated by policy and procedures.	Report to the National CEO. The separately incorporated entities that choose to contract with ACA through an affiliation agreement are completely responsible for their own staff.
National Office Responsibilities	Accounting Human Resources/Payroll Legal/Contract management <u>National</u> Programs & Service Delivery, including: Standards, Education Fund Raising, Public Policy, Public Awareness Determines fees considering geographic	Determines member and camp fees considering geographic cost of living and level of service provided. Collects and distributes member dues and camp fees. Other roles and responsibilities to be determined as negotiated during the

	<p>Cost of Living and level of service provided. Collects dues and fees.</p> <p>Other roles and responsibilities to be determined as negotiated during the organizational design process.</p>	organizational design process.
Regional Responsibilities	<p><u>Local</u> service delivery, including regional conferences, educational programs, events, membership recruitment, networking opportunities, local and state public policy engagement, public awareness, etc.</p> <p>Entrepreneurial innovation to respond to their local markets, emerging issues and opportunities. (Profits from events held at the regional level are retained locally in order to support innovation and customized programs.)</p>	<p>Complies with Affiliation Agreement as related to:</p> <ul style="list-style-type: none"> Accounting Human Resources/Payroll National Programs & Service Delivery, including: <ul style="list-style-type: none"> Standards Education Legal/Contract management Fund Raising Public Policy Public Awareness
Regional Boards	<p>Will perform the functions above as well as facilitate all networking and program delivery sub-groups of the Region. These might include state groups, affinity groups based on other geography, and other affinity groups based on interest; will have representatives on the Council of Delegates.</p>	<p>Maintains separate incorporation with own Bylaws. Determines its own committees, task forces, networking groups, and affinity groups.</p>
Council of Delegates	<p>Provides input to the national board. Consists of representatives from each regional board.</p>	<p>Ensures compliance with affiliation agreements. Provides input back to advisory committees and the national board. Consists of people from each affiliate.</p>

Analysis of the two models

In May, when we shared with you an outline for a preferred structure of the organization, we were asked to develop two different models based on your input. This report includes all of the work we did in developing those two models. We feel it is important to share with you that while you will see all of the information about both models, we believe that Model A is the better model for ACA. It provides a framework in which an organization of multiple stakeholders with diverse beliefs and styles of operation can work together, while still achieving the principles of the model we shared with you in May. It also addresses the challenge of distributed power with clearly defined roles and responsibilities to the whole, yet interdependent and shared.

	Model A	Model B
Pro for the Public	<ul style="list-style-type: none"> No confusion about ACA as it is all one entity. Potential for current public services to be expanded because of efficiencies and potential ease to replicate programs and services across the country — “better services for all.” Potentially will free up the organization’s ability to serve more of its “c3” mission as there will be a clear mission/vision across one organization. More consistent communication with public (e.g., currently some sections don’t answer the phone regularly as their staff is very, very part-time.) If ACA is better at coordinated fund raising, then there is the potential for more money to be spent on new public services. 	<ul style="list-style-type: none"> Pooling of resources in any newly formed affiliate (the “regions”) may result in better services in that geography if it is combining a number of the current sections. Local entity can really focus on just their geographic area.
Con for the Public	<ul style="list-style-type: none"> Potential for “slow ability to react” if model A becomes a bureaucracy that does not move quickly. 	<ul style="list-style-type: none"> Confusion about the organization since it will be made up of separately incorporated entities. Local entities only focus on just their geographic area, so public might not be served with what breadth they want/need. Feel of separate businesses might look to the public that we are more about serving members.
Pro for ACA, Inc.	<ul style="list-style-type: none"> Ability to speak as and for one nationwide association. One staff leads to one accountability structure. No competition between components. Increased efficiency. Reduce redundancy. No confusion about who is 	<ul style="list-style-type: none"> No longer would have to provide services to local affiliates unless specified in the affiliation agreement. Ability to provide more directive templates for programs through the affiliation agreement. More efficient than current model because the national organization would not be responsible for the affiliates.

	<ul style="list-style-type: none"> • serving whom. • Sets up a system of consistency of services with ability to customize locally. • Is a partnership environment. • Boundary—less service provision • More possibility to sit with other partners when we can speak as one. • Fits the “better camping for all” tradition of ACA. • Allows for the flexible deployment of resources across the nation. • Friendly, non competitive model. 	<ul style="list-style-type: none"> • Easy to understand. • Similar to current structure, so people who are change—adverse will like it. • ACA national could concentrate on national programs only. • Less legal risk as the other entities are separate legal entities, not a part of the whole ACA.
<p>Con for ACA, Inc.</p>	<ul style="list-style-type: none"> • Complex fiscal model during the transition. • Complex staff transition. 	<ul style="list-style-type: none"> • No ability to maximize resources. • Does not create new ability to obtain more financial resources. • Does not help to ensure that across the nation we are speaking with one voice and one mission to give more children camp experiences. • Diluted voice — 8 entities doing their own thing can water down the message and focus. • Potential for vision/mission creep with separate entities. • Potential for disparity of services. • Nationwide publicity/marketing/fundraising efforts will be a constant negotiation with separate entities. • Development of an affiliation agreement will be incredibly challenging and how will it be ensured.
<p>Pro for Local Entity</p>	<ul style="list-style-type: none"> • Reduction of redundancy. • Local boards no longer focus on governance and back-office operations, but instead on the things they are passionate about — programs and services. • Ability to be entrepreneurial and address emerging local and regional issues through programs and services. • Increased efficiency. • Regional Board participates in the hiring and review of regional staff. • Maintains local networking. • Assure community funding relationships are intact and that 	<ul style="list-style-type: none"> • Retention of complete control over their staff and programs as long as adhering to the affiliation agreement. • As a separately incorporated entity, may do anything they wish as long as in compliance with the affiliation agreement. • Similar to current structure, so people who are change—adverse will like it. • Could create more grassroots opportunities. • Perception that there is a more entrepreneurial spirit available than other model.

	<p>funds generated by local initiatives can be utilized to increase services in that area.</p> <ul style="list-style-type: none"> • Increased legal compliance — IRS, for example. • No confusion about who is serving whom. • Is a partnership environment. • Boundary—less service provision. • Fits the “better camping for all” tradition of ACA. • Allows for the flexible deployment of resources across the nation. • Friendly, non competitive model. 	
Con for Local Entity	<ul style="list-style-type: none"> • Perceived loss of control and authority. • Potential for bureaucratic slowness in decision making around national issues. • Perception that there is too much power in one place. • Some feel that a national staff will fail to deliver in this model. • Unsure of where the buck stops with regional staff hiring and performance review. • Potential for loss of local involvement if not structured to address. 	<ul style="list-style-type: none"> • No formalized way to partner with other local affiliates. • ACA would no longer provide any services or support to affiliates (e.g., Web hosting, payroll, marketing materials, field support, etc). • ACA, Inc would longer mediate issues between the local affiliates. • No ability to serve outside of their geographic boundaries (limits them). • No feel for “we are all in this together” • This is not set up as a partnership.
Mutual Pro	<ul style="list-style-type: none"> • Increased efficiency. • Reduced redundancy. • Ability to speak as one nationwide organization. • Sets up a partnership not a competition. • No confusion about who is serving whom. • Sets up a system of consistency of services with ability to customize locally. • Boundary-less service provision • More possibility to sit with other partners when we can speak as one. • Fits the “better camping for all” tradition of ACA. • Provides opportunities for regions to be entrepreneurial, retain the benefit of those efforts, and share their successes with others so that 	<ul style="list-style-type: none"> • Easy to describe, simple to understand that there are separate entities.

	<p>the best ideas flourish across the country.</p> <ul style="list-style-type: none"> • Allows for the flexible deployment of resources across the nation. • Friendly, non competitive model. 	
<p>Mutual Con</p>	<ul style="list-style-type: none"> • Challenge of creating the financial model. • Challenge of creating a transition plan to move from current to model A. 	<ul style="list-style-type: none"> • No real/substantial change. • No ability to coordinate efforts. • No ability to maximize resources. • This is not set up as a partnership. • Sets up a competitive atmosphere.