



2020– Building a Desired Future: A Unified, Healthy Professional Association

A Commitment to serve
20 Million Children by 2020

Enriching Lives, Changing the World

We must advocate for children, youth, and families. Yes, we are camp professionals, but even more importantly, we are advocates for quality, developmental experiences for children, youth, and families. We are responsible citizens in today's world. Today we must employ the entrepreneurial spirit of our camp ancestors, make the right kind of investments, and use our collective voice and vision to make better tomorrows.

Peg Smith – Blog The 2020 Vision



Preferred Future

To reach this vision, we believe that ACA's future will:

- ▶ Embrace a common vision and mission
- ▶ Recognize our complex culture
- ▶ Mobilize collective resources across the country
- ▶ Have a strong capable delivery system
- ▶ Engage contemporary and dynamic strategies
- ▶ Have a strong brand position
- ▶ Maintain both a national and a local presence
- ▶ Be recognized as the authority on the camp experience
- ▶ Have unified operational processes
- ▶ Be accountable

Transition Activities

- ▶ Selection of Organizational Consultant
Julienne C. Johnson
 - Has worked to understand our history, work to date, and identify opportunities for moving forward
 - Facilitated the Leadership Summit
 - Will focus on board development of our National Board of Directors
 - Will work with stakeholders (internal and external) to facilitate conversations and inform of strategies currently underway

- ▶ Appointment of a Transition Committee

“Go-Forward” Strategies

- ▶ Implement the Growth Strategies
- ▶ Unify the Association around a common vision and mission
- ▶ Manage and grow the resources needed to support current and expanded work

Opportunities to be Realized

Opportunities to:

- ▶ Lower costs
- ▶ Improve program quality/services
- ▶ Reduce administrative procedures/costs
- ▶ Broaden resource base/backup
- ▶ Develop new skills/competencies
- ▶ Share program development costs/risks
- ▶ Access new technology/services/markets

Threats to be Mitigated

- ▶ Field Service Committee Charter report
- ▶ Reduce the number of 990's filed
- ▶ Sarbanes–Oxley
- ▶ IRS oversight of non–profits

Critical Success Factors:

- ▶ Two way information sharing
- ▶ Top management/Board support
- ▶ Clear shared goals and objectives
- ▶ Timely and effective communication
- ▶ Agreement flexibility
- ▶ Personal/multiple relationships
- ▶ Rewards/recognition
- ▶ Compatible philosophy and cultures

Critical Success Factors (cont'd)

- ▶ Trust, relationships, and intentionality
- ▶ Using appropriate models
- ▶ Asking more questions and the right questions
- ▶ Knowing you can “cycle” through the process
- ▶ Appropriate resources
- ▶ Knowing your partners
- ▶ Involving partners and key stakeholders
- ▶ Encouraging risk taking and innovation

Transition Strategy

- ▶ Seek “win-win” solutions
- ▶ Operate with trust and openness as the norms
- ▶ Encourage innovation and change
- ▶ Ensure that each partner is fully aware of the other’s needs, concerns and objectives
- ▶ Require continuous performance improvement is achieved by both parties

To manage expectations and opportunities, the following overarching strategies are being used:

- ▶ Convene and Deliberate: People need to feel they have influence and have been heard before adaptation can take place.
- ▶ Revise, Reinvent, and Create: To facilitate real, significant change alternative solutions will need to be discovered.

While maintaining the following guiding principles:

- ▶ Customize working relationships to complement local culture.
- ▶ Address the readiness of the culture to facilitate rapid change.
- ▶ Accommodate section pace of discussion as much as possible.
- ▶ Develop working relationships that will unify the association around a shared vision and mission using one voice and dynamic parts of the whole while maximizing limited resources with the greatest efficacy and impact designed to advance growth.

Two Converging Paths

- ▶ Independent Sections
- ▶ Local sections merged into the National Organization

Independent Sections

In order for a section to be independently incorporated they must meet the following criteria:

- ▶ Currently are an incorporated 501(c)3 corporation and recognized by the state, where the section is incorporated, as a public benefit organization.
- ▶ Demonstrated financial capacity to maintain a sufficient organization to meet all regulatory requirements of a 501(c)3 corporation and deliver programs and services at a level consistent with ACA standards.
- ▶ Enter into an operating agreement with the national ACA approved by both the ACA Board of Directors and the Section board.

Nationally Merged Sections

- ▶ **Centralized Functions:**
 - Audit and IRS compliance
 - Accounting and Finance
 - Human Resources
 - Program delivery standards
 - Financial Development protocols
 - Operational policies and practices
 - National strategic and business plan
- ▶ **Staffing Structure**
 - Staff report to the CEO or CEO's designee
 - Volunteers will be provided an opportunity to offer counsel on performance, and selection regarding staff with local responsibilities

Nationally Merged Sections

- ▶ Decentralized Functions
 - Support the national planning and policy development by providing feedback on local needs and interests
 - Develop local program delivery plan that is consistent with national business plan
 - Support program delivery consistent with national program and operational policies and practices
 - Innovate and pilot programs to meet local market needs

Current Deliberations

- ▶ New York
- ▶ Southeast
- ▶ The West
 - Evergreen
 - Oregon Trail
 - Northern California
 - Southern California
 - Rocky Mountain
 - Southwest
- ▶ Texoma

Current Actions

- ▶ Continue the deliberations with the aforementioned sections with the intent of bringing Operating Agreements and/or agreements to merge sections to the October Board meeting.
- ▶ Commission a Transition Committee to act on behalf of the Board to inform and expand the number of deliberations.

Transition Committee Role

- ▶ Using the guiding principles and what has been learned from initial deliberations, meet with sections expressing a readiness to merge into the Association.
- ▶ Bring recommendations to the board regarding any changes necessary in the three key areas of:
 - Centralized Functions
 - Staff Structure (this will be only in the relation between local staff and the local volunteers, and must have the endorsement of the CEO)
 - Decentralized Functions

Questions and Discussion

