

---

# FIELD OFFICE OPERATIONS GUIDE

---

UPDATED MAY 2024



### ACA's Mission and Vision (adopted July 2023)

Mission: Empowering camps to create quality experiences.

Vision: Building a world of belonging and growth.

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

1. **Operations** — Operations describes the recommended framework for each Local Council of Leaders (LCOLs) to create a level of consistency organization-wide while respecting the unique differences from office to office.
2. **Resources** — A collection of documents, charts, graphs, and other materials to assist in implementing the operations of the local office.

The guide and resources are reviewed and updated annually by the Volunteer Engagement Committee (VEC).

## Table of Contents

LCOL PURPOSE STATEMENT .....	4
LCOL TASK AND AUTHORITY.....	6
ACA CORE SERVICES.....	7
COMPLEMENTARY SERVICES.....	8
LCOL STRUCTURE.....	9
LCOL STRUCTURE, continued.....	10
COMMITTEES, TASK FORCES, AND WORK GROUPS.....	10
SELECTION OF LCOL CHAIR AND OTHER LCOL LEADERS .....	12
TENURE.....	13
TENURE, continued.....	14
REGULAR MEETINGS.....	14
NATIONAL COUNCIL OF LEADERS .....	15
What Is the National Council of Leaders? .....	15
Selection of LCOL Representation to the NCOL.....	15
Please Refer to Resources for Additional NCOL Information:.....	15
ACA STAFF SUPPORTING THE WORK OF LOCAL OFFICES.....	16
ROLE OF THE VOLUNTEER ENGAGEMENT COMMITTEE AND LOCAL OFFICES .....	18
LCOL FISCAL GUIDELINES.....	20
<b>Travel Reimbursement for ACA Volunteers</b> .....	21
LOCAL OFFICE FUNDRAISING.....	21
LOCAL OFFICE SCHOLARSHIPS/CAMPERSHIPS .....	23
LCOL USE OF RESERVE FUNDS.....	24
LCOL CODE OF CONDUCT and CONFLICT OF INTEREST DISCLOSURE.....	26
COMMUNICATIONS GUIDELINES .....	27
RESOURCES.....	28

# OPERATIONS

## LCOL PURPOSE STATEMENT

- The American Camp Association (ACA) Board of Directors is responsible for governing the Association in partnership with the president and chief executive officer (president/CEO).
- The president/CEO is responsible for Association operations and delegates responsibilities to staff and volunteers.
- Twenty ACA Local Councils of Leaders (LCOLs) guide the local implementation of core Association services and programs, as well as outreach and engagement activities with the support of staff and the Volunteer Engagement Committee (VEC).
- The president/CEO has delegated the following operational authority to each LCOL:
  1. Collaboration with the ACA field staff to plan and deliver the core services to members and customers.
  2. Provision of additional services (complementary services) as determined by the LCOL aligned with the strategic priorities and vision of ACA that serve the needs of the local members.
  3. Selection of the chair of the LCOL and other LCOL members.
  4. Recruitment of volunteers to participate in the delivery of core services, programs, complementary services, and outreach at the local level.
  5. Identify priorities in the local office area in alignment with ACA's mission and strategies to influence resource allocations in the budget-making process.
  6. Joint approval with ACA's chief financial officer (CFO) of the use of the reserves from the former Section identified with the current field office.

7. Selection of alternate National Council of Leaders (NCOL) representative based on the NCOL operating code.

## LCOL TASK AND AUTHORITY

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

1. **Delivery of Core Services:** All local field offices and LCOLs will provide leadership and/or support for the five core services (see accreditation below) to their local area in partnership with ACA staff. Complementary services are encouraged to meet the local office needs. Complementary services must align with the strategic priorities and vision of ACA.
2. **Volunteer Awards:** Manage the volunteer awards process for the local area in partnership with ACA staff yearly and contribute to ACA national awards as determined by the LCOL.
3. **Diversity, Equity, and Inclusion (DEI) Work:** Champion, promote, and intentionally plan all ACA work through a lens of diversity, equity, and inclusion.
4. **Standards Program:** ACA's accreditation program is delivered in a partnership between staff and The Accreditation Committees (TAC). Local offices do not manage or deliver the accreditation program, but support through volunteer recruitment to support the program.
5. **Strategic Planning:** Work to anticipate the needs of local members and plan for delivery of core services, complementary services, and other responsibilities. Each field office should develop and implement a strategic operations plan to guide the work of the field office with the support of the appropriate regional director.

The LCOL will develop a local plan that integrates national ACA strategies and includes local priorities, strategies, deadlines, work groups as needed, and evaluation.

The local office strategic operations plan:

- a. Is a way for the LCOL to provide **local structure and delivery** to further the strategic priorities and vision of ACA, Inc.
- b. Is a way for the LCOL to manage their role in **ACA operations**: act as a conduit for communication, voice of the field, and transfer of

information to and from the local membership and stakeholders to ACA staff operational leaders.

- c. Is a way for the LCOL to manage their **ACA governance** responsibilities: act as a conduit for communication and transfer of information about the local area represented, including industry trends, challenges, and overarching issues to the ACA Board of Directors governance leaders as a representative of the ACA NCOL.

## ACA CORE SERVICES

### 1. Accreditation Services

Support the ACA accreditation program by recruiting volunteers to serve in volunteer roles.

### 2. Government Relations

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

### 3. Membership Recruitment and Retention

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

### 4. Professional Development

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

### 5. Volunteer Engagement and Development

Implement and manage a volunteer development system to ensure delivery of local services. *Volunteer roles may include cultivating, training, supporting, and recognizing potential and current volunteers and participating on the LCOL.*

## COMPLEMENTARY SERVICES

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

Examples of complementary services have included:

- Business lead generation for the purpose of sponsorships and event exhibitions
- Campership programs to send more children to camp
- Camps on Campus educational programming or networking
- Communications and social media efforts
- Community group lead generation
- Day camp educational programming
- Emerging professionals in camping (EPIC) events and educational programming
- Health and wellness programming
- Local program grants
- Research education and support
- Scholarships for camp staff to attend ACA educational events
- School–camp partnership information



## LCOL STRUCTURE

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

1. **LCOL Chair** — A person (or people) who:
  - a. Works with the rest of the LCOL, the field staff, and the VEC to provide core services and complementary local services agreed upon by the LCOL.
  - b. Ensures the tasks of the LCOL are met following the LCOL work plan, yearly plan, strategic operational plan, etc.
  - c. Ensures communication is happening in all levels of the field office, using all tools available, such as ACA Connect, Facebook page, e-newsletters, and emails via ACA's email marketing tool.
  - d. Works with the LCOL to broaden the input into decision-making by forming and developing committees, advisory panels, task groups, and so on to meet the needs of a local area.
  - e. Serves as the primary representative to the NCOL as stated in the NCOL operating code. If there are co-chairs, one representative needs to be selected to serve as the NCOL representative.
  - f. Works with the field staff to schedule, plan, coordinate, document, and chair all meetings or gatherings of the LCOL as needed (action plans, voting results, etc.).
2. **Government Relations Leader** — A person (or people) who has been selected to serve as the leader (or leaders) of ACA government relations initiatives in the local area.
3. **Membership Recruitment and Retention Leader** — A person (or people) who has been selected to serve as the leader (or leaders) of ACA membership development, networking, and retention initiatives in the local area.
4. **Professional Development Leader** — A person (or people) who has been selected to serve as the leader (or leaders) of ACA professional development initiatives in the local area.
5. **Volunteer Engagement Leader** — A person (or people) who has been selected to serve as the leader (or leaders) of ACA volunteer engagement and development initiatives in the local area.

## LCOL STRUCTURE, continued

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

Each LCOL has in its purview to:

1. Determine other additional LCOL leaders. Examples of the person (or people) who may be added to the LCOL are:
  - a. Regional or state representatives
  - b. At-large members (leadership responsibility for these members is encouraged)
  - c. Complementary services leader(s) such as a communications leader or an EPIC leader
  - d. A leader to support a specific priority or strategic emphasis of ACA's work (for example, in the area of diversity, equity, and inclusion)
2. Determine if the above leader(s) should have multiple responsibilities. Some examples may be:
  - a. The LCOL chair also serves as the leader for government relations initiatives
  - b. The membership development leader(s) also serves as the leader for EPIC

## COMMITTEES, TASK FORCES, AND WORK GROUPS

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

1. Each committee, task force, or work group should have a defined purpose and clear expectations for the work to be done.
2. The LCOL will determine if a committee leader shall sit on the LCOL. If so, that person will follow the tenure guidelines of the LCOL members.
3. Committees may exist for a specified period or in perpetuity as determined and recorded by the LCOL.

4. Committee development and volunteer committee member recruitment should be done in concert with the person or people responsible for volunteer development for the LCOL.

## SELECTION OF LCOL CHAIR AND OTHER LCOL LEADERS

LCOL chairs and new LCOL leaders shall be selected by the existing LCOL in partnership with the staff team. Open positions shall be posted via ACA Connect, Volunteer Center, targeted ACA emails, local office newsletters, and social media. Each LCOL position shall have a service description that includes skills and competencies necessary for the position.

The LCOL may choose to assign the cultivation and vetting of candidates to a volunteer development leader and committee to coordinate the process and make recommendations to the LCOL for final approval.

## TENURE

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

### 1. LCOL Chair

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

### 2. Other LCOL Leaders

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

### 3. Term Extensions

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

### 4. Staggered Terms

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

## TENURE, continued

### 5. Volunteer Leadership Succession Planning

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

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

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

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

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

## REGULAR MEETINGS

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

## NATIONAL COUNCIL OF LEADERS

### What Is the National Council of Leaders?

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

### Selection of LCOL

#### Representation to the NCOL

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

#### Please Refer to Resources for Additional NCOL Information:

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



## ACA STAFF SUPPORTING THE WORK OF LOCAL OFFICES

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

### **Membership Development Staff**

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

### **Professional Development Staff**

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

### **Regional Directors**

- a. Provide support to each LCOL.
- b. Co-lead the regional staff team, in partnership with staff functional directors, to meet the needs of the field.
- c. Ensure resources are available to provide core and complementary services.
- d. Work with local volunteers to increase business support through business lead identification and by supporting exhibitors and sponsors at local events.



- e. Work with each LCOL to determine local offices' complementary services and plans (annual and long-term).
- f. Ensure local office plans are aligned with ACA's strategic priorities.

## ROLE OF THE VOLUNTEER ENGAGEMENT COMMITTEE AND LOCAL OFFICES

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

The objectives of the VEC fall in the following categories:

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

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

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

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

providing expertise and assisting the VEC in implementation of the strategic priorities in the field.

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

## LCOL FISCAL GUIDELINES

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

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

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

**Timeline** (subject to change, depending on ACA Board of Director meeting dates related to budget approval)

### January

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

### February

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

### March

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

### April

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

### July 1

- New fiscal year begins

## Travel Reimbursement for ACA Volunteers

Volunteers will be reimbursed for their travel on behalf of ACA business. If there are any questions, volunteers should seek clarification from their regional director.

- Air travel: Reimbursed coach air travel; if ticket prices are extraordinary, volunteers should consult with staff before booking travel.
- Car travel: Reimbursed mileage (IRS rate) or car rental and gas consumption reimbursement (volunteers should estimate the mileage cost for driving their own vehicle vs. renting a car for travel vs. airfare). ACA has an account with volunteer discount rate with Enterprise.
- Hotel: When a hotel has been designated by ACA, reimbursement will be for room and applicable taxes at that specific hotel.
- Volunteers are encouraged to check with their regional field staff with any questions about reimbursement guidelines.
- Volunteers may submit for reimbursement using the [Volunteer Reimbursement Form](#).

## LOCAL OFFICE FUNDRAISING

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

1. All fundraising initiatives must be related to the mission and goals of ACA, Inc.
2. All local fundraising efforts will be identified in advance through the budgeting process and thus approved by ACA's CFO and president/CEO when the annual budget is submitted and approved.
3. Compliance with local and federal laws with respect to fundraising is the responsibility of ACA, Inc. staff and, therefore, only staff may enter into any fundraising agreements or contracts with the approval of the president/CEO or designee. Staff and volunteers will follow all fundraising practices and receipt of funds standard operating policies and procedures (SOPPs) as identified by ACA, Inc.
4. Funds raised for a designated purpose will be classified as "temporarily restricted" until the purpose has been satisfied (e.g., monies raised to provide scholarships for individuals to attend an educational event will be temporarily restricted and only released when the money is awarded). Fundraising efforts for these types of initiatives can span more than one fiscal year.

5. ACA's CFO will track the balance of all temporarily restricted accounts. At the end of each fiscal year (June 30) after the external audit has been completed, the CFO will provide the staff with a report of the beginning and ending balances, as well as any fund amounts used during the year, to be shared with the LCOL.

## LOCAL OFFICE SCHOLARSHIPS/CAMPERSHIPS

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

### Guiding Principles

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

### Definitions

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

## LCOL USE OF RESERVE FUNDS

During the unification of the Association, each section's reserves (unrestricted net assets as recorded on the adjusted balance sheet) were assigned a unique account number. Those reserves of former sections are designated for use only by that local field office. ACA, Inc. will not redesignate these funds for any other use.

### To Use Reserves

1. Requests for use of funds must be approved by a majority vote of the LCOL.
2. Requests for use of funds must be submitted [using the Request for Local Office Reserves Form](#). The region director will work with ACA's CFO for approval.
3. The use of funds requested must meet the following criteria:
  - a. Does it support ACA's mission and vision? — MISSION: Empowering camps to create quality experiences. VISION: Building a world or belonging and growth.
  - b. Does the intended use of the funds support ACA work? — For example, educating camp professionals, providing camp experiences to children who would not otherwise be able to have a camp experience, doing research regarding the profession and the impact of the profession.
  - c. Will the intended use of funds be used for the innovation of a new program or service or the extension of an existing program or service? Is this reasonable?
  - d. Is the request for use of funds made in good faith and with a reasonable degree of care, and without any conflict of interest? The interest of the Association must take precedence over individual interests or local interests.
4. Requests must contain the following information:
  - a. Name of LCOL/local office requesting reserves
  - b. Name of the person making the request
  - c. Date the requested funds will be used
  - d. Amount of funds requested
  - e. Description of how the funds will be used
  - f. Explanation of how this supports the ACA mission and vision
  - g. Statement of the goal or outcome anticipated through the use of the funds
5. ACA's CFO will review and approve requests. If additional information is needed, the CFO will contact the regional director for discussion. If the CFO



does not approve the request, they will provide a written explanation to the president/CEO, COO, LCOL chair, and region director. The LCOL may appeal to the president/CEO for reconsideration.

6. ACA's CFO will track the balance of each reserve account. At the end of each fiscal year (June 30) and after the Association's external audit has been completed, the CFO will provide the regional director with a report of the beginning and ending balances, as well any reserves used for the year.

## LCOL CODE OF CONDUCT and CONFLICT OF INTEREST DISCLOSURE

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

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

Each LCOL member will sign a Conflict of Interest Disclosure Form annually. This form can be found in ACA's member portal.

## COMMUNICATIONS GUIDELINES

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

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

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

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

### ACA Volunteer Communications to Members — Guidelines

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

- Frequency — We take care that the frequency of emails from ACA isn't frustrating members. We schedule emails to prevent the feeling of being overloaded with ACA emails.
- Brand — We remember that ACA's brand and reputation is at stake in every communication we send.
- Voice — Our editorial team reviews copy for grammar and word choices, but also uses a cohesive voice that members will recognize.
- Trust — Members have trusted ACA to handle carefully the personal information they have shared with ACA. We have moral, legal, and practical reasons to protect their personal information.
- Tracking — We take advantage of our email marketing tools to ensure messages are properly formatted and use built-in metrics to track opens and clickthrough rates.

Volunteers sending email blasts from personal email addresses is a violation of the Federal CAN-SPAM Act if the emails are commercial messages (see Examples spreadsheet for more information). ACA follows guidelines of CAN-SPAM Act by allowing individuals to opt out of email and mail. All commercial emails ACA sends through our email distribution system offer the recipient a way to opt out. Additionally, if ACA staff provide member contact information lists for email blasts and/or send email blasts outside of ACA's email marketing tool, they are violating ACA's own Customer Relationship Manager (CRM) database user policy.

**Current Vehicles for Communication** – Beyond email, ACA supports communications with all local members through four modes:

- Local office newsletter (typically sent once a month)
- Local office Facebook group
- ACA Connect
- Email blasts sent by ACA through ACA's email distribution on behalf of a local volunteer or individual

**Unsolicited and/or Promotional Emails** – Volunteers must coordinate with ACA staff when promotional emails are desired. Staff are here to support your goals but also to ensure that ACA is following the laws and policies to which we must adhere. Staff can help with these. Promotional emails include:

- Promotion of events or networking opportunities
- Local public policy calls to action

## RESOURCES

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

[Field Office Resources](#)