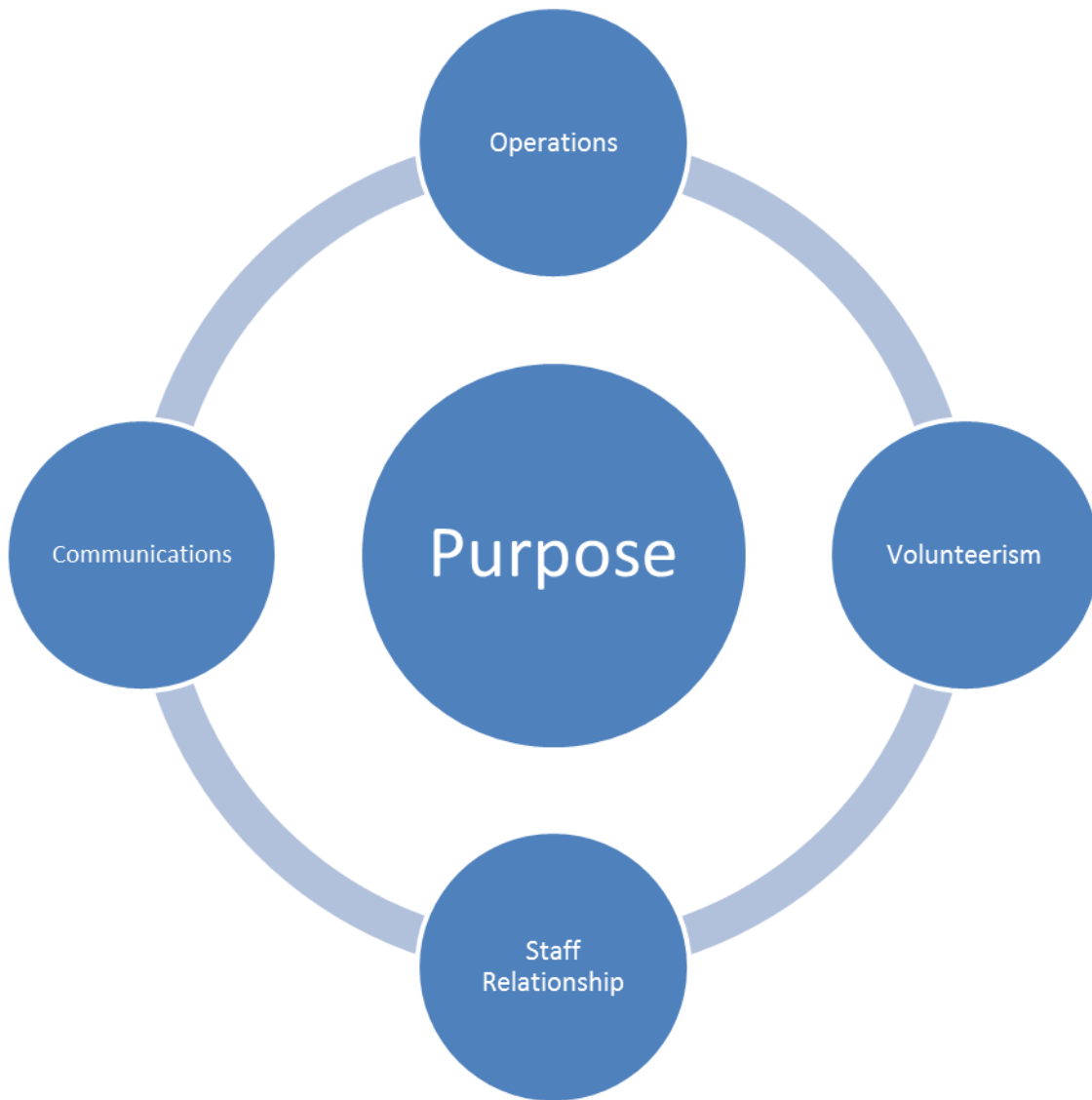


american **CAMP** association®

Michigan  
**Local Councils of Leaders Guiding Principles**

*Established January 10, 2013  
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## Local Councils of Leaders Guiding Principles

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## Local Councils of Leaders Guiding Principles

**Topic:** Purpose of the Local Council of Leaders (LCOL)

**Number:** LP-1

**Type:** Purpose and Authority Statements

**Date Created:** 12/6/2012

**Foundational/Customizable/Appendable:** Foundational

**Date Amended:**

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The success of an LCOL is founded on a clear sense of purpose, answering the questions below:

- What does the LCOL want to accomplish within ACA?
- What role will the LCOL play within ACA?

### **Purpose Statement:**

The individual Local Councils of Leaders are made-up of dedicated volunteers assembled throughout the field with the following purpose and call to action:

- To provide local structure and delivery to further the strategic priorities and vision of ACA, Inc.
- To act as a conduit for communication and transfer of information to and from the local level to the ACA National Council of Leaders.

### **Resources:**

- The current Vision, Values and Mission of the association can be found online: <http://www.acacamps.org/about/vision-values-mission-ends>
- The three “ENDS” the Association wants to achieve in the world are currently:
  - There will be greater public understanding of and support for the value of the camp experience.
  - An increasing number of children, youth, and adults of all social, cultural, and economic groups, will have a camp experience.
  - The camp experience will be of high quality

## Local Councils of Leaders Guiding Principles

**Topic:** Authority of the Local Council of Leaders (LCOL)

**Number:** LP-2

**Type:** Purpose and Authority Statements

**Date Created:** 1/7/2013

**Foundational/Customizable/Appendable:** Foundational

**Date Amended:**

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The Local Council of Leaders has no governance authority over the American Camp Association, Inc. LOCLs are an operational arm of the association, and as such, the Board of Directors limits the authority of operations through its Board Policies. The Board Policies limit operations by written policies to the Chief Executive Officer (CEO) known as “Executive Limitations.” It is the responsibility of the CEO to ensure compliance with all EL policies throughout the entire operation of the association.

While having no authority to govern the association, the CEO has delegated the following operational authority to each Local Councils of Leaders:

1. Approval of the ACA-accreditation status (both granting and removing) of camps assigned to an LCOL’s field office.
2. Joint approval (with the Chief Financial Officer) of the use of the reserves from the former Section identified with the new field office.
3. Selection of the Chair of the Local Council of Leaders (see LO-2).
4. Selection of individuals to serve on the Local Council of Leaders (see LO-5).
5. Selection of the LCOL’s representatives to the National Council of Leaders (see LO-7).
6. Selection of volunteers to participate in the delivery of programs, services and outreach at the local level. (see LO-10).
7. Customize the local delivery of ACA services, programs, and outreach, within any parameters given by the CEO or their designee.

### Resources:

1. The description of decision making through a vote by the LCOL is described in LO-9.
2. The Board of Director’s Policies — including all EL policies can be found online at: <http://www.acacamps.org/governance/governing-documents>.
3. Standards Administration Manual —can be found online at: <http://www.acacamps.org/sites/default/files/images/volunteers/standardschairs/2011%20Standards%20Administration%20Manual%20FINAL.pdf>

## Local Councils of Leaders Guiding Principles

**Topic:** Local Council of Leaders Chair

**Number:** LO-1

**Type:** Operations Principle

**Date Created:** 12/6/2012

**Date Amended:** 4/18/2013:

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The leader of each Local Council of Leaders (LCOL) is identified by the title of “Chair.”

The Chair of the LCOL serves as the volunteer leader of their LCOL. Responsibilities include:

1. Chairing all meetings of the LCOL.
2. Potentially serving as a member of the ACA National Council of Leaders (NCOL). (The ACA Board of Directors does not require that this individual be one of the NCOL representatives from an LCOL; however it is highly recommended for continuity and communication.)
3. Serving as a member of any personnel-related committees, work groups, teams, or task forces created by the ACA, CEO which have been charged with reviewing any personnel matters specific to the field office in which the Chair serves as its LCOL Chair (e.g., a local hiring team charged with helping to select a new Field Office Executive.)

In the case of an unexpected vacancy in the Chair position, the LCOL members will select a temporary replacement until such time as its regular selection process commences (described in LO-2.)

\*This principle is appendable to the extent that additional responsibilities can be assigned to this position by the LCOL. In such cases, additional responsibilities must be detailed in writing by appending this principle.

### Other Relevant Principles:

- Selection of the Chair is described in LO-2.
- Length of commitment of the Chair is described in LO-3.

## Local Councils of Leaders Guiding Principles

**Topic:** Selection of the LCOL Chair

**Number:** LO-2

**Type:** Operations Principle

**Date Created:** 5/31/2012

**Date Amended:** 4/18/2013

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**The selection process of the LCOL Chair:**

**Selection Steps:**

1. A selection committee is appointed by the current LCOL Chair.
2. The selection committee develops a list of the criteria/competencies they are looking for in a new LCOL Chair.
3. The selection committee emails the membership and calls for recommendations to fill the Chair position based on the criteria developed.
4. The selection committee reviews recommendations – including their own – and vets candidates for their interest in serving as the Chair.
5. The selection committee debates, and through a majority vote of the committee, makes a recommendation to the LCOL for a new Chair.
6. Through a majority vote of the LCOL, a new Chair is selected.

## Local Councils of Leaders Guiding Principles

**Topic:** Length of Commitment of the LCOL Chair

**Number:** LO-3

**Type:** Operations Principle

**Date Created:** 12/6/2012

**Foundational/Customizable/Appendable:** Customizable\*

**Date Amended:** 4/18/2013:

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**Length of Commitment of Michigan LCOL Chair:**

1. The length of commitment of the LCOL Chair shall be three years, renewable for one additional three year commitment.
2. After two consecutive three year commitments, the individual can be considered for an additional three year commitment only after one year break in service as Chair.

*The definition of the length of commitment for the LCOL Chair position is customizable for each LCOL.*

## Local Councils of Leaders Guiding Principles

**Topic:** Local Council of Leaders Members

**Number:** LO-4

**Type:** Operations Principle

**Date Created:** 1/7/2013

**Foundational/Customizable/Appendable:** Appendable\*

**Date Amended:** 4/18/2013:

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### **The Michigan LCOL shall include:**

1. LCOL Chair
2. Standards Chair
3. Education Chair
4. Membership Chair
5. Complaints Resolution Chair
6. Public Policy Chair
7. 3 Members at Large

While ACA, Inc. will from time to time establish “growth strategies”, LCOL’s will be able to remain flexible in determining if the volunteer(s) who will lead the efforts in each growth strategy should be LCOL members and/or simply the lead volunteers for that initiative (*i.e.*, LCOLs can determine which “volunteer positions” are LCOL members and which are included in the cadre of volunteers working together on an issue. For example, a current growth strategy in 2013 is regarding public policy, however, that is not a required position on the LCOL, instead LCOL’s may select someone(s) to lead these efforts who is not on the LCOL.) Thus, only the 5 items above are required, LCOL’s may add as they wish.

Both members of ACA, Inc. and non-members may serve on the LCOL.

## Local Councils of Leaders Guiding Principles

**Topic:** Selection of the Local Council of Leaders Members

**Number:** LO-5

**Type:** Operational Principle

**Date Created:** 1/7/2013

**Foundational/Customizable/Appendable:** Customizable\*

**Date Amended:** 4/18/2013:

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LCOL's will select their members based upon the following guiding principles:

1. A volunteer group must be in place to cultivate, vet, and recommend potential leaders for the LCOL. This group could be created as needed or a permanent group.
  2. The selection process (including its timeline) must be documented in writing and be easily accessible to the membership and public.
  3. The selection process must include and describe a process whereby those not currently on the LCOL have the opportunity to provide input regarding the selection of members of the LCOL.
  4. In order to provide transparency and opportunities for input, the process must include the general membership of the field office being informed of the recommended selectees prior to the LCOL making the final decision on selection.
  5. Once the LCOL receives the recommended selectees from the volunteer group, a simple majority vote of the LCOL members will make the final decision.
- 

### **Selection Process Guidelines:**

1. A selection committee is appointed by the current LCOL Chair.
2. The selection committee develops a list of the criteria/competencies they are looking for in any new LCOL members
3. The selection committee emails the membership and calls for recommendations to fill the positions based on the criteria developed.
4. The selection committee reviews recommendations – including their own – and vets candidates for their interest in serving on the LCOL.
5. The selection committee debates, and through a majority vote of the committee, makes a recommendation to the LCOL for new members.
6. Through a majority vote of the LCOL, new members are selected.

### **Other Relevant Principles:**

The selection or election of the LCOL Chair is described in LO-2.

Both members of ACA, Inc. and non-members may serve on the LCOL.

In the event of an unexpected vacancy in any member of the LCOL position, the LCOL Chair shall make a temporary appointment until such time as the regular process is implemented.



## Local Councils of Leaders Guiding Principles

**Topic:** Length of Commitment for Local Council of Leaders Members

**Number:** LO-6

**Type:** Operational Principle

**Date Created:** 12/12/2012

**Foundational/Customizable/Appendable:** Appendable\*

**Date Amended:** 4/18/2013:

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### **Length of Commitment:**

1. The length of commitment for each member of the LCOL is three years, renewable once.
  2. No more than one-third of the LCOL should be ending their commitment at any given time.
- 

The length of commitment for each member of the LCOL is determined by the LCOL itself based on the needs of the LCOL. In any case, the following principles should serve as a guide:

1. The length of commitment must be defined in writing and be easily accessible to the membership and the public. Length of commitment may vary between the different positions on the LCOL.
2. The length of commitment should ensure that new leaders are nurtured and encouraged to participate.
3. End dates for the length of commitment should vary among the members of the LCOL so as to ensure continuity and the staggering of dates when individuals will end their commitment.

\*This principle is appendable to the extent that the above principles must be met. Any additions must be detailed in writing by appending this principle.

### **Other Relevant Principles:**

The length of commitment for the Local Council of Leaders Chair is described in LO-3.

## Local Councils of Leaders Guiding Principles

**Topic:** National Council of Leaders Representatives

**Number:** LO-7

**Type:** Operations Principle

**Date Created:** 12/6/2012

**Foundational/Customizable/Appendable:** Appendable\*

**Date Amended:** 4/18/2013:

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### **Selection of National Council of Leaders Representatives:**

1. By virtue of the position, the LCOL Chair is automatically one of the representatives to the NCOL.
  2. The second member of the NCOL from the LCOL is selected by:
    - a. A call for recommendations from the membership.
    - b. Vetting for interest by the LCOL Chair.
    - c. Majority vote of the LCOL Members.
- 

ACA, Inc. shall from time to time determine the number of representatives from each ACA Field Office and Affiliate who will serve on the National Council of Leaders (NCOL) (as of 2013, this number is 2).

The NCOL will determine the responsibilities, qualifications, and duties for NCOL members. *(Ed. Note: The NCOL Steering Committee is working on this now.)*

It is best practice, but not an absolute requirement that one of the representatives be the Chair of the LCOL (refer to LO-1 for details).

## Local Councils of Leaders Guiding Principles

**Topic:** Code of Conduct of the Local Council of Leaders and Other Volunteers

**Number:** LO-8

**Type:** Operations Principle

**Date Created:** 12/6/2012

**Foundational/Customizable/Appendable:** Foundational

**Date Amended:**

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In order to fulfill the purpose of the Local Council of Leaders (as described in LP-1), the LCOL will operate under the following Code of Conduct:

1. The LCOL Chair and Members will reveal any conflicts of interest with regard to their role on the LCOL. Individuals will recuse themselves from participating in discussions and decisions relevant to their conflict of interest.
2. The LCOL Chair and 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 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 and Members, and other volunteers will not disclose or discuss with another person or entity, or to use for their own purpose, confidential or proprietary information gained through their volunteer work for ACA (e.g., accreditation approval issues).
4. The LCOL Chair and 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. (See LF-4.)
5. The LCOL Chair and Members, and other volunteers will not use the Intellectual Property (IP) of ACA to further any personal interests; or 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.

## Local Councils of Leaders Guiding Principles

**Topic:** Meetings of the Local Council of Leaders

**Number:** LO-9

**Type:** Operational Principle

**Date Created:** 5/31/2012

**Foundational/Customizable/Appendable:** Appendable\*

**Date Amended:** 4/18/2013:

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### **Michigan LCOL Meetings:**

The LCOL shall meet quarterly (either in-person or electronically.)

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In order to fulfill the purpose of the Local Council of Leaders (as described in LP-1), the LCOL will determine the number of frequency of its meetings. Meetings may be in-person, via teleconference, or via other virtual methods. In all cases, the meetings of the LCOL must follow these guiding principles:

1. Notes of what was *decided* at the meeting must be recorded and distributed to all LCOL members — and made available to anyone else upon request. Notes need not be a “recording” of what was discussed, instead, they are written documentation of the decisions made.
2. In order to keep their membership updated about the work of the LCOL, and to instill a transparent process, the LCOL should inform their membership of their decisions (and any other relevant issues) as soon as possible after each meeting.
3. When the LCOL determines it must vote in order to make a decision on any particular topic, a simple majority of members of the LCOL is needed.

\*This principle is appendable to the extent that the above principles must be met. Any additions must be detailed in writing by appending this principle.

*In order to meet principle #2 above, an LCOL may choose to post this information on their Web Page, and/or communicate through any other electronic means.*

## Local Councils of Leaders Guiding Principles

**Topic:** Committees, Task Forces, Teams, and Work Groups

**Number:** LO-10

**Type:** Operational Principle

**Date Created:** 5/31/2012

**Foundational/Customizable/Appendable:** Appendable\*

**Date Amended:** 4/18/2013:

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In order to fulfill the purpose of the Local Council of Leaders (as described in LP-1), the LCOL may create any volunteer committees, task forces, teams, or work group it desires.

At a minimum, each LCOL will have a group of volunteers identified who will serve the following roles (this can be the LCOL itself; or either temporary short-term groups developed as needed, or longer-term groups at the discretion of the LCOL):

- A group (or groups) that is charged with the cultivation, development and selection of volunteer leaders.
- A group that is charged with implementing the ACA-Accreditation and Standards program as described by ACA, Inc.
- A group that is charged with implementing the ACA Complaints Resolution program as described by ACA, Inc.
- A group (or groups) that is charged with providing services and education to members and customers.
- A group (or groups) that is charged with advancing state and local public policy issues.

In any case, the following principles will apply:

**For Any Group Intended to Have a Permanent Charge:**

1. This group (generally called a Committee, but the LCOL may use any name it wishes) must have a written Operating Code and charge which details at a minimum:
  - a. Charge, accountability, and outcomes expected of the group.
  - b. Details on how they will communicate and report their work to the LCOL.
  - c. How people are selected to serve on the group.
  - d. Length of commitment for service on the group.
  - e. Details on the process for decision making in the group.
2. Notes of the meetings of this group must be created and made available to the LCOL.

**For Any Group Intended to Have a Short-Term Purpose:**

1. This group (generally called a task force, work group, or team — but the LCOL may use any name it wishes) must have a written charge from the LCOL which details at a minimum:
  - a. The charge to the group.
  - b. The anticipated timeline of the work of the group.
  - c. The desired outcomes of the group.
2. A final report of the work of the group should be submitted in writing to the LCOL.

LO-10, Continued

\*This principle is appendable to the extent that the above principles must be met. Any additions must be detailed in writing by appending this principle.

## Local Councils of Leaders Guiding Principles

**Topic:** Field Office Budget

**Number:** LF-1

**Type:** Budget and Financial Issues

**Date Created:** 12/14/2012

**Foundational/Customizable/Appendable:** Appendable\*

**Date Amended:** 4/18/2013:

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The annual budget of a field office is developed in tandem with the entire annual budget of the American Camp Association, Inc. In accordance with the timeline and procedures set by the ACA Chief Financial Officer (CFO) which are distributed by the end of April each year; field office staff will work with their LCOL to submit an annual budget for approval by the CEO and CFO. The following guiding principles apply:

1. ACA Board of Directors Policy #EL-3 requires that the annual budget of the association:
  - a. contains a line item for operating reserve equal to at least 2% of the annual budget.
  - b. contains a line item for contingency equal to at least 1% of the total operating budget with a goal of a contingency of 2.5%.
  - c. does not plan expenditures that project a deficit in any fiscal year.
  - d. does not increase dues or camp fees by more than the cost-of-living rate determined by using the American Institute for Economic Research (AIER) Cost-of-Living Calculator for the last completed calendar year comparison.
  - e. does not endanger the fiscal soundness of future years.Thus, the above criteria apply to the individual field office budgets as well.
2. As an employee of the American Camp Association, Inc. the field office executive is the “budget manager” of the field office budget. At least quarterly, the staff review the budget progress for variances, and explanations for the variances are submitted to the CFO. If mid-year adjustments must be made to the field office budget to accommodate for unforeseen issues, it will be adjusted with the approval of the CFO.
3. Quarterly, the CFO will provide the field staff and LCOL with a Statement of Activities, providing a summary of budget to actual for the current fiscal year and prior fiscal year. This statement will also provide a balance of any reserves designated for that field office. It is the responsibility of the field office staff to designate to the CFO which of the LCOL volunteers shall receive these reports.
4. At fiscal year-end, any budget shortfalls or overages are not debited nor credited to any one individual program area/field office budget. Success or failure is shared across the budget of the entire association. (Specifically, if a field office budget falls short, it will not be asked to take money from any field office rolled-up reserves to cover the loss – nor will it be credited for future use for a positive balance.) The goal is to budget as accurately as possible.

\*This principle is appendable to the extent that additional local field office steps may be integrated into the budget process. All additions must be detailed in writing by appending this principle.

## Local Councils of Leaders Guiding Principles

**Topic:** Setting Annual Camp Fees

**Number:** LF-2

**Type:** Budget and Financial Issues

**Date Created:** 12/12/2012

**Foundational/Customizable/Appendable:** Appendable\*

**Date Amended:** 4/18/2013:

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In the long-term, it is the goal of the association that camp fees will be the same across the country. However, equalization is a long-term project that will require the association to decrease its financial dependence on camp fees and increase its dependence on other forms of revenue. In the meantime, annually, field offices will be asked to set their camp fees based on the following guiding principles:

1. ACA Board of Directors Policy #EL-3 requires that the annual budget of the association:
  - a. does not increase dues or camp fees by more than the cost-of-living rate determined by using the American Institute for Economic Research (AIER) Cost-of-Living Calculator for the last completed calendar year comparison.
  - b. does not endanger the fiscal soundness of future years.
2. Field office staff will work with the LCOL to create a recommendation for annual camp fees.
3. Staff will submit the field office camp fee costs in accordance with the above requirements. The submission will be approved by the CFO.

\*This principle is appendable to the extent that additional local field office steps may be integrated into the decision-making process. All additions must be detailed in writing by appending this principle.



## Local Councils of Leaders Guiding Principles

**Topic:** Field Office Use of Reserves from Former Section

**Number:** LF-3

**Type:** Budget and Financial Issues

**Date Created:** 12/4/2012

**Foundational/Customizable/Appendable:** Appendable\*

**Date Amended:** 4/18/2013:

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During the unification of the Association, section reserves (unrestricted net assets as recorded on the adjusted balance sheet) were assigned a unique account number. Those reserves of the former Sections are designated for use ONLY by the new field office. ACA, Inc. will not re-designate these funds for any other use. At the same time, any future expenditure of the local field office reserves must be approved by the appropriate LCOL and the ACA Chief Financial Officer.

The following guiding principles apply to use of the 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 in writing to the CFO by the field office executive and include the signature of approval from the LCOL Chair.
3. The use of funds requested must meet the following criteria:
  - a. Does it support ACA's Mission – Enriching lives of children, youth, and adults through the camp experience?
  - b. What is the intent – Do the funds support local field office special projects (such as education, scholarships, and other projects as defined by the LCOL that can't be funded within the budget?
  - c. Is it reasonable – Was the decision for use of funds made in good faith and with a reasonable degree of care, and there must not have any conflict of interest? The interest of the association must take precedence over personal interest of LCOL.
4. Written requests must contain the following information:
  - a. Name of LCOL (former Section) reserves requested
  - b. Date funds requested and date needed
  - c. The amount of funds requested
  - d. Description of how the funds will be used
  - e. Explanation of how this supports the ACA mission
  - f. What goal or outcome is anticipated through the use of the funds
  - g. Signature of the LCOL Chair and date of approval vote by the entire LCOL
5. The ACA Chief Financial Officer will review and approve requests. If additional information is needed, the CFO will contact the field office staff for discussion. If the CFO does not approve the request he or she will provide a written explanation to the ACA CEO, LCOL Chair, and field staff executive. The LCOL and the field staff executive may appeal to the CEO for reconsideration.
6. The ACA CFO will track the balance of the reserve account and at the end of each fiscal year (June 30) after the external audit has been completed. The CFO will provide the field office staff with a report of the beginning and ending balances, and the reserves used for the year.

LF-3, Continued

\*This principle is appendable to the extent that the above principles must be met. Any additions must be detailed in writing by appending this principle.

## Local Councils of Leaders Guiding Principles

**Topic:** Reimbursement of Approved Expenses

**Number:** LF-4

**Type:** Budget and Financial Issues

**Date Created:** 12/12/2012

**Foundational/Customizable/Appendable:** Appendable\*

**Date Amended:** 4/18/2013:

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Volunteers will be reimbursed for all expenses contained in the field office budget and approved by the field office executive. The long-term goal is that each field office budget will have the same reimbursement rates. However, in the interim, reimbursement rates are set annually when the field office budget is approved. During the interim, field office staff shall work collaboratively with the local LCOL to decide upon local rates and the forms that will be used.

As such, the following guiding principles apply:

1. The Board of Directors Policy #EL-5 requires that the CEO shall not receive, process or disperse any funds that are insufficient to meet the Board-approved auditors standards.
2. Thus, all requests for reimbursement must be submitted on an approved reimbursement form and include receipts for all expenditures of \$25.00 or more.
3. All requests are approved by the budget manager (the field office executive) and the CFO.

\*This principle is appendable to the extent that additional local field office steps may be integrated into the process. All additions must be detailed in writing by appending this principle.

## Local Councils of Leaders Guiding Principles

**Topic:** Field Office Fundraising

**Number:** LF-5

**Type:** Budget and Financial Issues

**Date Created:** 12/12/2012

**Foundational/Customizable/Appendable:** Foundational

**Date Amended:**

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Local offices and LCOLs may participate in fundraising activities for the specific purpose of funding local/regional/national 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 the CFO/CEO when the annual budget is submitted/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 CEO. Field office executives will follow all fundraising and receipt of funds SOPPs as identified by ACA, Inc.
4. Funds raised for a designated purpose will be classified as “temporary 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. The CEO will track the balance of all temporary restricted accounts and at the end of each fiscal year (June 30) after the external audit has been completed, will provide the field office staff with a report of the beginning and ending balances, and the funds used for the year.

## Local Councils of Leaders Guiding Principles

**Topic:** Field Office Scholarships/Camperships/Grants

**Number:** LF-6

**Type:** Budget and Financial Issues

**Date Created:** 1/10/2013

**Foundational/Customizable/Appendable:** Appendable\*

**Date Amended:** 4/18/2013:

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Local offices and LCOLs may raise and designate funds specifically for the purpose of providing camper scholarships, scholarships, or grants. The following guiding principles apply:

1. All local camper scholarship, scholarship, or grants initiatives must be approved annually by the Chief Financial Officer (CFO) and serve the mission of ACA, Inc.
2. All local camper scholarship, scholarship, or grant initiatives must adhere to local, state, and federal laws and regulations.
3. All local camper scholarship, scholarship, or grants initiatives must have written, clearly defined local standard operating procedures and protocols (SOPPs) that include:
  - Application process and timeline
  - Eligibility guidelines
  - Awards/distribution process that ensures fairness and the integrity of ACA, Inc.
  - Donor acknowledgement process (complementary with ACA, Inc,'s current SOPPs on donor acknowledgement)

### Definitions:

- Camper scholarships are considered monies raised/given away to fund campers to attend camp programs.
- Scholarships are considered monies raised/given away to individuals to fund their participation in an event/program (e.g., to attend professional development opportunities, skills trainings).
- Grants are monies raised/given away to organizations to fund their programs or educational events according to locally designated guidelines.

\*This principle is appendable to the extent that additional local field office steps and guidelines may be integrated into these initiatives. All additions must be detailed in writing by appending this principle.

## Local Councils of Leaders Guiding Principles

<b>Topic:</b> Volunteerism and Volunteer Development Resources	<b>Number:</b> LV-1
<b>Type:</b> Volunteerism	<b>Date Created:</b> 6/5/2012
<b>Foundational/Customizable/Appendable:</b> Customizable*	<b>Date Amended:</b> 4/18/2013:

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Field offices may consider the following when recruiting, developing and retaining volunteers.

### Regarding Volunteer Development:

- Volunteers are motivated to initiate service by factors such as meeting others, capacity to learn, contributions made, and ability to meet others.
- Volunteers are motivated to sustain involvement when they feel the organization they are serving is a quality one, where there is the capacity to learn, when they are being challenged, and when they have ability to help and meet others.
- Often, the capacity for volunteer management within an organization is inadequate and needs to be planned, therefore it is important to create a volunteer development plan.
- It is important to train volunteers well and to create networking opportunities.
- It is important to match volunteers' talents to applicable tasks and projects.
- Volunteers should feel useful and have the ability to take on increasing responsibility over time.

### Regarding Volunteer Recognition:

- Volunteers give strong, quality service when motivated by the potential for personal development and the ability to give to a higher purpose.
- Volunteers are highly motivated by their ability to truly serve and then see the results and growth from their efforts.
- Communication with volunteers should be regular and timely.
- Recognition should be given thoughtfully:
  - It is important to ask permission before recognizing volunteers publicly.
  - The “who” and “when” of recognition should be thought through carefully.
- The best rewards are non-monetary.
- If volunteers feel valued, recognition should involve:
  - Thanking them genuinely.
  - Learning what motivates each individual.
  - Providing volunteers with opportunities to achieve success.
  - Asking for meaningful feedback from volunteers.

LV-1, Continued

**Resources:**

ACA will keep an updated page of contemporary and new volunteerism resources updated and available to all LCOLs. That page is: <http://www.acacamps.org/volunteers/volunteer-development-resources>

\*This principle is fully customizable by LCOLs.

## Local Councils of Leaders Guiding Principles

**Topic:** Types of Volunteers

**Number:** LV-2

**Type:** Volunteerism

**Date Created:** 12/6/2012

**Foundational/Customizable/Appendable:** Customizable\*

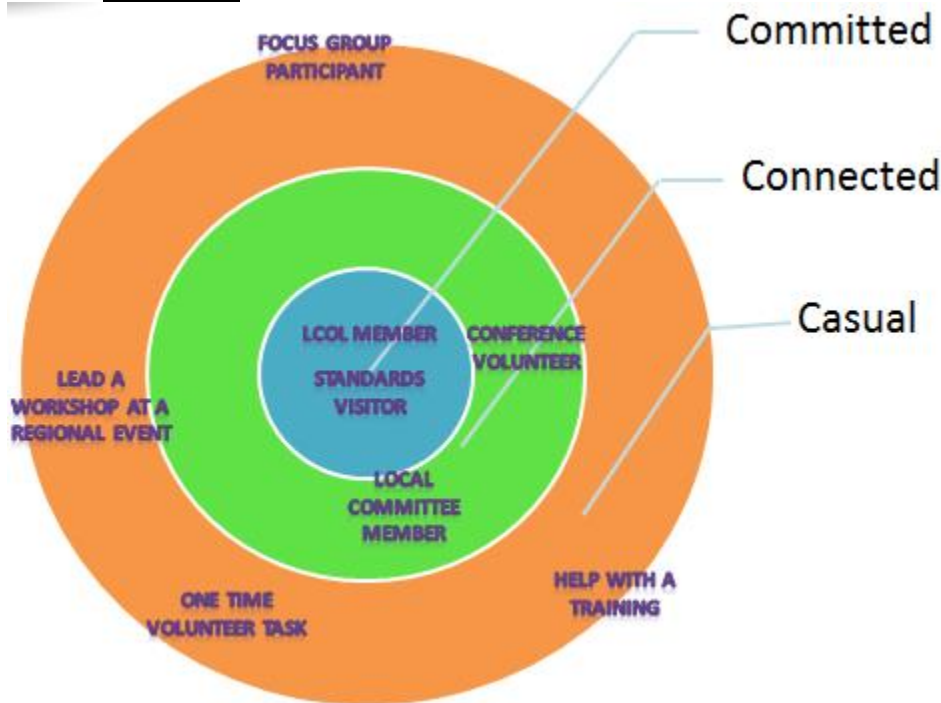
**Date Amended:** 4/18/2013:

Within the American Camp Association, there are three basic types of volunteers who are engaged in the delivery of program, services and outreach at the local level:

### Types of Program Volunteers

- Casual: Engaged in tasks that are short-term (possibly one-time-only), sporadic, needs-based, and possibly virtual-only.
- Connected: Engaged in tasks that are longer term, frequent, and could be both virtual and in-person.
- Committed: Engaged in tasks that are long-term, frequent and on-going, and could be both virtual and in-person.

### Examples



Other LV Guiding Principles will address the different expectations for training, orientation, and outcomes for the different types of volunteers.

\*This principle is fully customizable by LCOLs.



## Local Councils of Leaders Guiding Principles

**Topic:** Training and Orientation of Volunteers

**Number:** LV-3

**Type:** Volunteerism

**Date Created:** 12/6/2012

**Foundational/Customizable/Appendable:** Customizable\*

**Date Amended:** 4/18/2013:

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**ORIENTATION:** It is the responsibility of the Local Council of Leaders and field office staff (in partnership) to provide an orientation (virtual or in-person) for each of their volunteers. The following list of orientation topics are suggestions and can be fully customized locally:

**Casual Volunteer: (See LV-2)**

1. Overview of ACA's Mission, Vision, Values and ENDS:  
<http://www.acacamps.org/about/vision-values-mission-ends>
2. Code of conduct for volunteers (LO-8)
3. Expectations and outcomes for the task they are undertaking.

**Connected Volunteer: (See LV-2)**

1. Overview of ACA's Mission, Vision, Values and ENDS:  
<http://www.acacamps.org/about/vision-values-mission-ends>
2. Code of conduct for volunteers (LO-8)
3. Relevant committee/task group operating codes and/or expected outcomes.
4. Expectations and outcomes for the task they are undertaking.

**Committed Volunteer: (See LV-2)**

1. Overview of ACA's Mission, Vision, Values and ENDS:  
<http://www.acacamps.org/about/vision-values-mission-ends>
2. The Guiding Principles of the LCOL's (this document and any customizations)
3. Relevant committee/task group operating codes and/or expected outcomes.
4. Details regarding this particular field office.
5. Expectations and outcomes for the task they are undertaking.

**TRAINING:** Where training is required by ACA, Inc. for a volunteer in a "Committed" position, ACA, Inc. will work with the field office to arrange for appropriate training. This includes such volunteer positions such as LCOL Chair, Standards Chair, Complaints Resolution Chair. LCOL's should work through their field office executive to inquire about the timing of available training opportunities. If a field office needs training of its volunteers in a "Casual" or "Connected" position, it is the responsibility of that field office to provide for training.

\* Any customizations must be documented in writing by amending this principle.

## Local Councils of Leaders Guiding Principles

**Topic:** Volunteer Job Descriptions

**Number:** LV-4

**Type:** Volunteerism

**Date Created:** 12/6/2012

**Foundational/Customizable/Appendable:** Appendable\*

**Date Amended:** 4/18/2013:

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All volunteers should have a clear understanding of the expectations of their work. However, the sharing of a job description should allow for flexibility and innovation in completing tasks. Because there are different types of volunteers (see LV-2), the guiding principles of what should be contained in a job description vary.

At a minimum, a volunteer job description should contain:

**Casual Volunteer: (See LV-2)**

1. This job description can be verbal only, but must convey the task required and any outcomes expected.

**Connected Volunteer: (See LV-2):** The job description should be in writing and include:

1. Description of the tasks required.
2. Description of the outcomes expected.
3. Description of the accountability requirements and how often a report on work is required.

**Committed Volunteer: (See LV-2):** The job description must be in writing and include:

1. Description of the tasks required.
2. Description of the outcomes expected.
3. Description of the accountability requirements and how often a report on work is required.
4. Description of the time commitment expected.

\*This principle is appendable to the extent that the above principles must be met. Any additions must be detailed in writing by appending this principle.

## Local Councils of Leaders Guiding Principles

**Topic:** Volunteer Design

**Number:** LV-5

**Type:** Volunteerism

**Date Created:**

**Foundational/Customizable/Appendable:** In process

**Date Amended:**

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*The Task Force on the Local Council of Leaders will complete their work and sunset in early 2013. At the same time, the task force has identified the need for the organization to develop its volunteer program even more. For example, the communications between local volunteers and ACA committees/task forces working on program areas needs to be developed more. Likewise the connections across the country for virtual volunteers, local operational volunteers, and the volunteers involved in the governance of the association.*

*This Task Force understands that the CEO is amenable to forming a short-term group to look at the next steps in designing an entire Volunteer Development program for the association – not just the LCOLs.*

## Local Councils of Leaders Guiding Principles

**Topic:** LCOL Involvement in Hiring the Field Office Executive

**Number:** LHR-1

**Type:** Relationship with Staff

**Date Created:** 12/12//2012

**Foundational/Customizable/Appendable:** Foundational

**Date Amended:**

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Staff of the ACA Field Offices are employees of ACA, Inc. Decisions regarding their hiring is the ultimate responsibility of the ACA Chief Executive Officer (CEO). However, the CEO will work with a local hiring team of volunteers to identify and interview candidates for the position of Field Office Executive when appropriate as described below.

It is the responsibility of the ACA CEO to ensure that ACA has a Standard Operating Procedure and Protocol (SOPP) regarding the hiring of staff. That SOPP will include the following guiding principles related to the LCOL involvement in hiring:

1. If a vacancy occurs in an existing staff position, the CEO, or their designee, will review the current staff human resources plan, and the existing job description of the vacancy to determine next steps.
2. If it is determined that a new person will be sought out for a position that serves a local field office(s), then the CEO, or their designee will work with the LCOL to finalize a job description and select a hiring team to work with the CEO, or their designee, to identify and interview candidates.
3. The local hiring team should include up to four local volunteers, one of which should be the LCOL Chair.
4. Following an initial screening by ACA's Human Resources Department (described in ACA's SOPP), the local hiring team will work with the CEO, or their designee, to identify candidates to interview.
5. The local hiring team will participate in the interviews (first and second if warranted), along with the CEO, or their designee to the extent determined by the CEO.
6. The local hiring team will have the opportunity to give input to the CEO regarding their top choice of candidates for hiring.
7. The final decision on whom to hire is at the discretion of the CEO.
8. The CEO, or their designee, will extend the offer, and work out the final details with the candidate per ACA's SOPP. Then, the local hiring team is informed of the acceptance and start date.

## Local Councils of Leaders Guiding Principles

**Topic:** Field Office Executive Employment and  
Human Resources Issues

**Number:** LHR-2

**Type:** Relationship with Staff

**Date Created:** 1/7/2013

**Foundational/Customizable/Appendable:** Foundational

**Date Amended:**

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Staff of the ACA Field Offices are employees of ACA, Inc. and are accountable to the CEO. Because of confidentiality issues, employment law issues, and the policies below set by the Board of Directors, it is not appropriate for the CEO to inform the LCOL of performance issues, nor plans for performance improvement for any staff member. However, the CEO will implement a plan to include an opportunity for the LCOL to provide input on the achievement of outcomes during the annual performance evaluation process for staff. (*Ed. Note – This is currently in development.*) The CEO is bound by policies of the Board of Directors concerning the treatment of staff. Specifically, Board Policy # EL-2 describes:

With respect to the treatment of employed staff, the Chief Executive Officer shall not cause or allow conditions that are unfair, unsafe or undignified. Further, without limiting the scope of the above statement by the following list, the Chief Executive Officer shall not:

1. Operate without written human resource procedures that specify expectations and working conditions for staff provide for effective problem resolution and protect against wrongful conditions.
  - 1.1. Fail to include a policy that ACA provides equal employment for all people without regard to age, race, color, religion, sex, national origin, or disability, nor fail to make every reasonable effort to implement that policy in recruitment, selection, promotion, salary and benefit administration, transfers, and layoff or termination practices.
  - 1.2. Fail to make provision for a multi-level grievance procedure for staff concerns regarding their treatment, including staff who report directly to the Chief Executive Officer.
  - 1.3. Fail to secure legal review when significant policy revisions are made and/or three years have passed without legal review.
  - 1.4. Fail to include a whistleblower policy that clearly explains the process that will be followed if any person knows of, or has a suspicion about illegal or unethical conduct in connection with the business of the organization.
2. Fail to acquaint staff with their rights under this procedure.

LHR-2, Continued

3. Fail to ensure that there is an effective staff education and development process in place, based on the fiscal reality of the association.
4. Fail to identify staff education needs in each employee's performance evaluation.
5. Fail to include a staff education plan in the annual operating strategic plan.

With respect to the actions and behavior of the Field Office Staff (as with all staff), the CEO has a policy established by the National Board of Directors (#EL-9) which provides that the CEO must establish a process which ensures that member comments and complaints are responded to fairly, consistently, respectfully, and in a timely manner. LCOL's should contact the ACA Human Resources Specialist at the ACA Administrative Office to discuss the process should the need arise.

## Local Councils of Leaders Guiding Principles

**Topic:** Field Office Executive Separation

**Number:** LHR-3

**Type:** Relationship with Staff

**Date Created:** 12/4/2012

**Foundational/Customizable/Appendable:** Foundational

**Date Amended:**

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Staff of the ACA Field Offices are employees of ACA, Inc. Termination of an employee is a confidential human resources issue and for the protection of both the employee and the association, the CEO must follow the separation policies outlined in Section XII of the Board of Director's approved Human Resources Policies (excerpted below. For access to the complete HR Manual, contact the ACA Human Resources Specialist at the ACA Administrative Office). Additionally, as the LCOL was potentially involved in the hiring of the Field Staff Executive, the CEO or his/her designee will inform the appropriate LCOL Chair immediately after a separation has occurred to discuss human resources coverage resulting from the separation.

**Section XIII – ACA Human Resources Manual:** Separation is any step taken that ends the working relationship between an employee and ACA.

A. **Voluntary Resignation or Retirement** (Separation initiated by the employee): A minimum of two weeks prior written notice is required for resignation or retirement. If an employee does not provide at least two weeks' prior written notice, any earned and unused vacation will not be paid to the employee. Voluntary resignation or retirement by an employee shall result in settlement of all payments and adjustments due through the last day worked. Settlement equals salary plus accumulated vacation pay, less advances on salary and expenses due ACA. No compensation will be allowed for unused sick or personal leave.

B. **Involuntary Separations:**

**Separations** - are a reduction in workforce classified as lay-offs or elimination of positions. This separation may entitle employees to a separation allowance in addition to settlement of all payments and adjustments due, if ACA deems such an offer to be appropriate and if the employee agrees to and signs the Separation and Release Agreement provided to the employee upon his/her termination. If the employee does not agree to sign such agreement, no separation allowance will be paid to employee. ACA will respect the dignity of employees who are being separated from employment due to a reduction in workforce and will generally provide employees with two weeks' notice and we will also inform employees regarding post-employment benefits matters. Separation allowances and benefits shall be determined by ACA, at its sole discretion, based on its business needs and other conditions that exist at the time of a workforce reduction.

**Terminations** - The recommendation to terminate an employee will generally be made by the employee's team leader. Before a termination occurs, it must be reviewed by human resources and approved by the Chief Executive Officer. Employees terminated are not entitled to any benefits except accrued salary and earned but unused vacation, less advances on salary and expenses due ACA. No compensation will be allowed for unused sick or personal leave.

## Local Councils of Leaders Guiding Principles

**Topic:** Field Office Executive Relationship with the LCOL

**Number:** LHR-4

**Type:** Relationship with Staff

**Date Created:** 12/12/2012

**Foundational/Customizable/Appendable:** Foundational

**Date Amended:**

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Staff of the ACA Field Offices are employees of ACA, Inc. and as such are ultimately accountable to the CEO. The Mission and “ENDS” of the association are set by the ACA Board of Directors. In addition, the Board sets policies to limit the operations of the organization through the CEO. Lest any limitations, the CEO may use any reasonable and legal operations to achieve the mission of the organization. Furthermore, per the Bylaws of the association, the Board of Directors can designate service areas (called field offices and/or Affiliates) to deliver the products, services and outreach programs of the organization. The CEO designates a staff human resources strategy to support the local work. As such, the following guiding principles describe the relationship between the Field Office Executive and the Local Council of Leaders:

1. The local delivery of services, products, and outreach programs is achieved through a partnership between ACA staff and volunteers. Neither “directs” the work of the other. The staff is ultimately accountable to the ACA, CEO and it is their responsibility to ensure that the volunteers they work with are adhering to the guiding principles, mission, and vision of the association. The authority of the LCOL is described in LP-2.
2. Some goals are set by ACA, Inc. and others are customizable locally. Goals may change on a yearly basis. Examples of goals set by ACA, Inc. include but are not limited to:
  - a. Performance of accreditation visits
  - b. Implementation of the complaints resolution program
  - c. Requirements for training volunteers involved in the standards program
3. Field Office Executives and volunteers will work together to determine an annual division of local work that supports the mission, makes best use of the strength of volunteers, and allows for support in times of volunteer vacancies. However, there are tasks that volunteers cannot undertake on behalf of the association (per Board of Director’s Policies #GP-8 and #GP-9):
  - a. Volunteers cannot enter into any contract or legal agreement, or commit the financial resources of ACA.
  - b. Volunteers cannot speak on behalf of the Association unless specifically approved to do so by the CEO.
  - c. Volunteers cannot accept, receive, or disperse funds on behalf of ACA (except to serve as a courier/handler for checks/cash received at an on-site meeting where a staff member is not present or otherwise occupied).
  - d. Volunteers cannot engage in self-dealing or any conduct of private business or personal services with the Association except as procedurally controlled (and approved by the CEO) to assure openness, competitive opportunity, and equal access to inside information. Refer to LO-8 for more details on volunteer code of conduct.



- e. Volunteers cannot disclose or discuss with another person or entity, or to use for their own purpose, confidential or proprietary information concerning the business and affairs of the Association received in their capacity as a volunteer.
- f. Volunteers cannot hire, fire, nor establish performance evaluations for staff.
- g. Volunteers cannot access the “back-end” of the Association’s database – the “CRM”.

## Local Councils of Leaders Guiding Principles

**Topic:** Local Council of Leaders Communications  
with other LCOLs

**Number:** LC-1

**Type:** Communications

**Date Created:** 1/7/2013

**Foundational/Customizable/Appendable:** Appendable\*

**Date Amended:** 4/18/2013:

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It is ACA's goal that volunteer work become "boundaryless" in such a way that volunteers from across the country are freely collaborating together to work towards the Mission of the organization. To facilitate communications across the "lines" of the field offices, communication between volunteers will be made available through the following tools:

1. Email list serve of all LCOL Chairs: [LCOLChairs@acamaillist.org](mailto:LCOLChairs@acamaillist.org)
2. Email list serve for any member of any LCOL: [LCOLMembers@acamaillist.org](mailto:LCOLMembers@acamaillist.org)
3. Facebook ® Group for all LCOL Chairs: (to be invited to the group, contact [syoder@acacamps.org](mailto:syoder@acacamps.org))

Additional communications channels for volunteers working in similar jobs across the association include:

1. Email list serve for all lead Standards volunteers: [standardschairs@acamaillist.org](mailto:standardschairs@acamaillist.org)
2. Email list serve for all lead Professional Development volunteers: [educationchairs@acamaillist.org](mailto:educationchairs@acamaillist.org)
3. Email list serve for all lead Public Policy volunteers: [publicpolicy@acamaillist.org](mailto:publicpolicy@acamaillist.org)
4. Email list serve for all lead Membership Development volunteers: [memberchairs@acamaillist.org](mailto:memberchairs@acamaillist.org)

\*This principle is appendable as new technology and ideas are developed.

### Other Relevant Principles:

Refer to LV-5 for more on communications.

## Local Councils of Leaders Guiding Principles

**Topic:** Local Council of Leaders Communications  
with the National Council of Leaders

**Number:** LC-2

**Type:** Communications

**Date Created:** 1/7/2013

**Foundational/Customizable/Appendable:** Appendable\*

**Date Amended:** 4/18/2013:

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Refer to LO-7 for information on Local Council of Leaders participation in the National Council of Leaders (NCOL).

Regarding communications with the NCOL, the direct line of communication from a Local Council of Leaders is through the two individuals chosen as their representatives to the NCOL. NCOL representatives are expected to convey information from the NCOL directly to their LCOL and back to the NCOL.

At the same time, the work of the NCOL will be conveyed to field staff through the CEO or his/her designee.

\*This principle is appendable as new technology and ideas are developed.

### **Other Relevant Principles:**

Refer to LV-5 for more on communications.