



# NATIONAL CAMP ACCREDITATION PROGRAM



## Area Implementation Guide



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## **AREA IMPLEMENTATION GUIDE**

**January 2018 edition**



**BOY SCOUTS  
OF AMERICA®**

National Camp Accreditation Committee • National Council, Boy Scouts of America

# **FOREWORD**

**The purpose of the National Camp Accreditation Program (NCAP) is to help Councils elevate camps to new levels of excellence in delivering Scouting's Promise to youth.**

**The NCAP uses an interwoven process of: application, analysis, authorization, continuous camp improvement, assessment, and accreditation to achieve this purpose**

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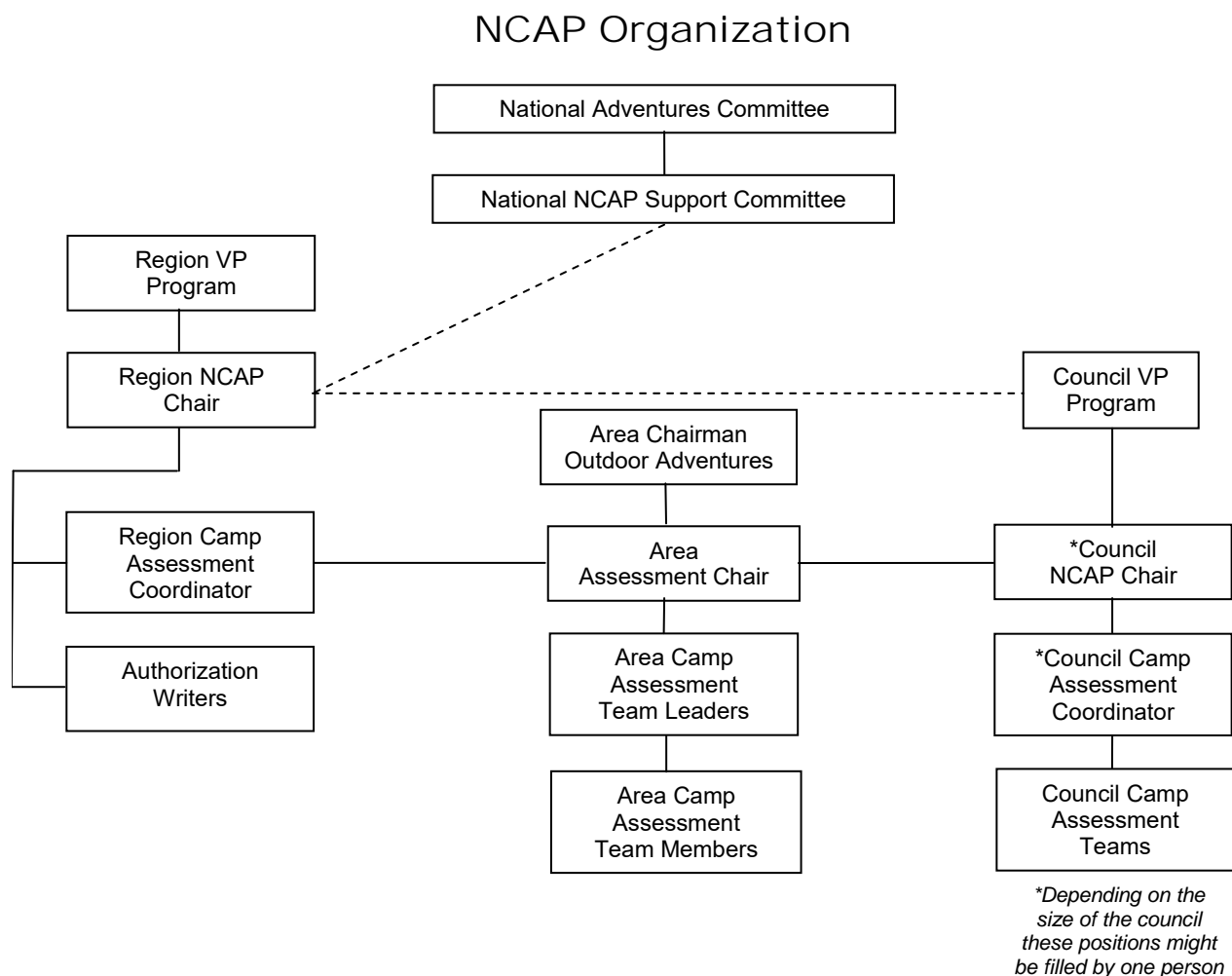
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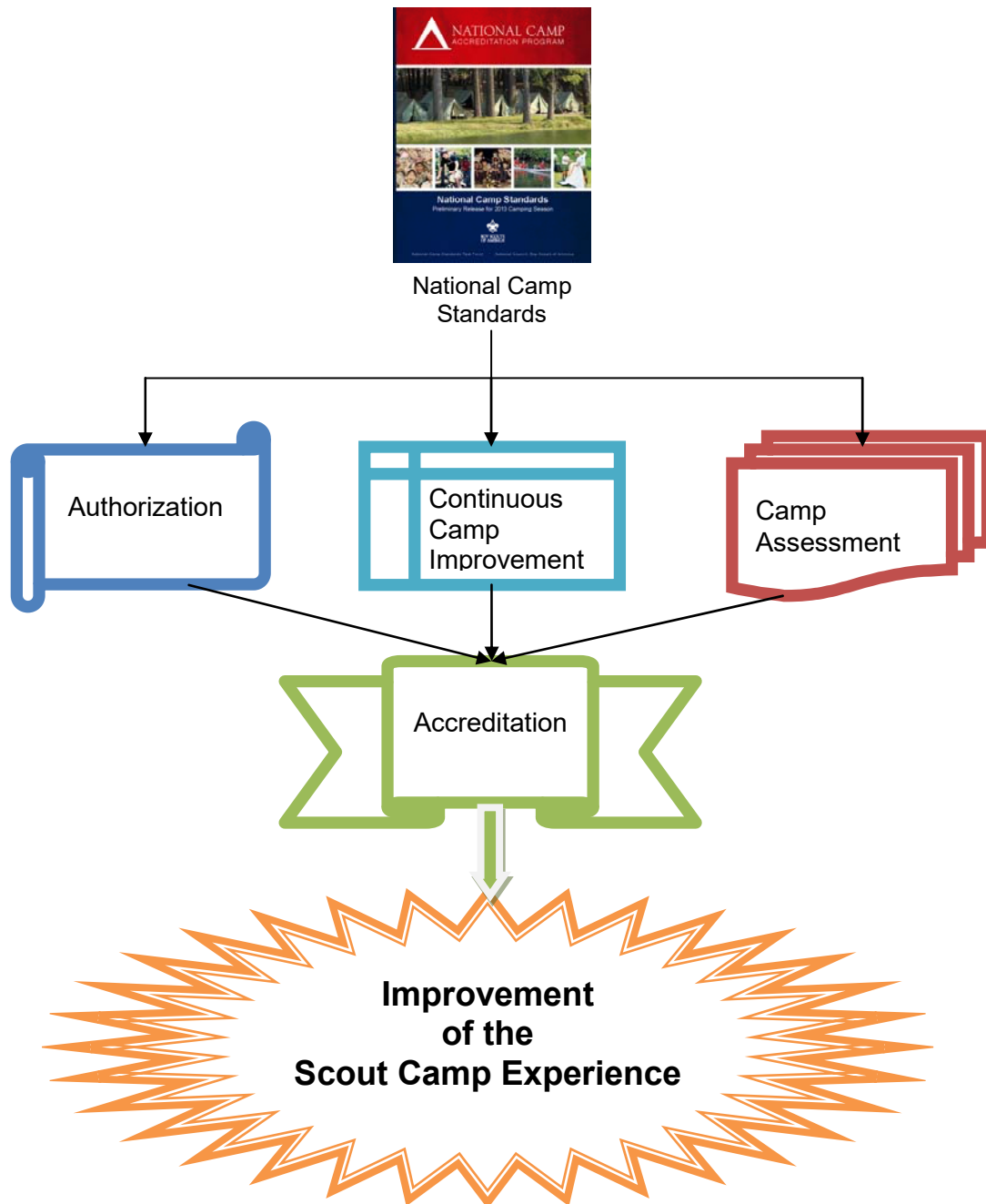
# Introduction to National Camp Accreditation Program

***The purpose of the Boy Scouts of America's National Camp Accreditation Program (NCAP) is to help councils elevate camps to new levels of excellence in delivering Scouting's "Promise to Youth". Councils will engage in a rigorous review of camps and properties, continuous improvement, and correction or elimination of substandard practices.***

This introduction outlines the major elements of NCAP and the critical role that the Council, the Area, and the Region will play in raising BSA camping to an ever-higher level of quality and performance.



# NATIONAL CAMP ACCREDITATION PROGRAM





## The Elements of NCAP

NCAP consists of the following elements:

- The **National Camp Standards** provide for a consistently safe and quality camping and outdoor program for youth. They represent the minimum program that Scouting will deliver to youth who choose to participate in our program.
- The **Application for Authorization to Operate** challenges the Council to convert the consistently safe and quality program required by the National Camp Standards to a good or great dynamic and relevant program by committing to concrete steps for quality and improvement.
- The **Application Review** by a team of trained Region Authorization Writers provides a “reality check” that the Council’s camping program has evident quality and is viable and sustainable.
- The **Authorization to Operate** issued by the Region provides clarity, consistency, and accountability in the application of the National Camp Standards to each camp and sets forth the program quality, facility quality, and financial sustainability commitments the Council has made to operate a safe, high-quality, and dynamic program for youth.
- The **Continuous Camp Improvement Program** provides a series of tools that, if used well, will help the Council continuously improve the safety, quality, and relevance of its camping program by focusing on its customers and meeting their expectations for what a Scouting camp should deliver.
- The **Camp Assessment Process** conducted by the Area (or Council where indicated) provides annual verification that the camp meets the National Camp Standards and commitments made in the council’s Authorization to Operate and provides valuable feedback to Councils on improving program implementation and program design.
- The **Accreditation** is awarded by the Area (or Council) at the conclusion of the camp assessment and provides recognition that a Council’s camp is delivering Scouting’s promise to youth and is an important assurance to parents and interested parties of the safety and quality of the Council’s camping program.
- The **Annual National Camping Report** provides the Council, Area, Region, and National Council with objective measures of the Council’s camping success. These measures will assist the Council in improving its program and the BSA in identifying dynamic and relevant programs that will attract and retain youth in Scouting.

## **Achieving the Purpose of NCAP**

To achieve the purpose of NCAP, the process operates on two cycles: a multi-year Application and Authorization to Operate cycle, where the Council focuses on developing the safest and highest possible quality program while assuring sustainability; and an Annual Assessment, Continuous Improvement, and Accreditation Cycle, where the Council works to continuously improve its program, and the Area verifies that the Council is implementing its program as planned, provides feedback on strengths and possible improvements, and grants accreditation to deserving camps.

### **NCAP Multi-Year Cycle**

The NCAP process starts with the Council submitting an application to the National Council based on a five-year renewal schedule. This application contains a description of all the Council's camps for which it is seeking an Authorization to Operate and ultimately accreditation. For each camp, the application will describe the program goals, the facilities, how the Council will meet the National Camp Standards, identify any recommended practices that the Council intends to adopt, and set forth additional quality commitments that the council intends to meet to provide the safest and highest possible quality program to participants. The application should be developed/reviewed by the Council's camping/program committees and requires the approval the Executive Board or Executive Committee and is signed by the Council Executive, the Council President (or designee), and the Council NCAP Chairman.

The Authorization to Operate represents a determination by the National Council, through its Region or appropriate National Committee, that the Council has demonstrated that its camp(s) meet(s) the requirements for accreditation. The Authorization to Operate identifies additional commitments, if any, made by the Council concerning the operation of its camp(s). The terms and conditions of the Authorization to Operate are treated in the same fashion as standards. Authorizations to Operate remain valid for five years, unless the Region determines that there is a basis to revoke the Authorization to Operate.

In addition, the Authorization to Operate may clarify how a particular standard applies to a camp or may include a variance or waiver from a standard. If questions arise on the application of a standard to a camp, the authorization should be consulted to determine if it provides resolution. The Authorization to Operate is binding on both the Council and the camp assessment team. All Councils must have an Authorization to Operate. In addition to this authorization, each Council must file both the Intent to Operate and Declaration of Readiness annually for its camp(s) to be accredited. The Intent to Operate and Declaration of Readiness are discussed below.

### **The NCAP Annual Cycle**

The NCAP annual cycle involves the following elements: postcamp/precamp inspection, Intent to Operate, Declaration of Readiness, developing and implementing the Continuous Camp Improvement Program during camp operation, assessment and accreditation, and annual reporting.

## **Intent to Operate**

The NCAP annual cycle starts with the Intent to Operate, which is to be submitted to the National Council by November 30 of the year prior to planned operation. In the Intent to Operate, the Council lists all of the camps that it intends to operate. Separate forms are required for resident camps and day/family camps. The Intent to Operate is used by the Area to coordinate assessment of resident, trek, specialty-adventure, and high-adventure camps, as well as camp properties and COPE and/or climbing/rappelling courses. The separate Intent to Operate for day/family camps is used by the Area to monitor Council self-assessment of these programs.

## **Declaration of Readiness**

The Declaration of Readiness is the next element in the annual cycle. It is filed by May 15th, typically after the post/precamp inspection is completed. In it, the Council declares that camp will be ready to open and will offer a program that meets the requirements of the National Camp Standards and its Authorization to Operate. Any exceptions are noted. In addition, Councils are encouraged to submit with the declaration form as much of the administrative material as possible required by the camp assessment process to free up time during the actual site visit for observing the various program areas.

## **The Camp Assessment**

If possible, the on-site visit to the camp will occur during the first week of camp operation. A team led by trained Area volunteers will come to the camp and assess its operations. The team will evaluate how well the camp complies with the National Camp Standards and the camp's Authorization to Operate. Equally importantly, the team will evaluate how well the program design approved in the Authorization to Operate is implemented and will make recommendations to the Council on possible improvements. Similarly, the team will make non-mandatory recommendations on possible improvements in program design, all consistent with Scouting's commitment to continuously improving its camping program quality.

## **Recognition and Report**

Finally, if the camp meets all applicable standards, the team will issue the camp's accreditation certificate and pennant and will provide a summary letter to the council. If there are issues at the camp, the team will work with the Council to address them. A camp that promptly corrects items that are not serious will maintain its accredited status. A camp that cannot correct promptly or that has a history of shortcomings may, after the assessment team's consultation with Area officers, be recommended to the Region authorization review team for placement into conditional accreditation or, in serious cases, reopening or revocation of its Authorization to Operate. In cases of possible threat to life or health, the camp assessment team may direct that the program causing such threat to be closed until the threat is removed as part of the BSA's commitment to the safety of its participants. Area leadership will be notified immediately and provide oversight in this situation.

Local Councils will conduct a similar self-assessment process at each day camp and family camp and report the results to the National Council and the Area. Each Council is encouraged to appoint

a Council Assessment Chair to work with the Area Camp Assessment Chair and help facilitate area assessments of other Council's resident, trek, and similar camps. This Council volunteer will also ensure that the Council conducts all required assessments of day and family camps. Councils are encouraged to conduct similar assessment on other Council organized activities under the direction of their Council Assessment Chair with the assistance of the Council Camping and Enterprise Risk Management Committees. These assessments are not reported as part of the NCAP.

## Annual Report

At the conclusion of the camping season, the Council will file its Annual National Camping Report that provides information on its successes. The National Council will design and provide some specific questions to assist in nationwide efforts to improve BSA camping and build its excitement, dynamism, and relevance for youth.

## Overview of the Area Role

<b>Task</b>	<b>Responsible</b>	<b>When A = Annual M = Multi-Year</b>
Notification of required Application for Authorization to Operate	National to Council, copy to Area, Region	Fall of year prior to required due date (M)
Submit completed Application for multi-year Authorization to Operate	Council to Region, copy to National	By April 30 of designated year (M)
Review of Council Application for multi-year Authorization to Operate	Region	April 30 – summer of designated year (M)
Notification of Authorization to Operate	Region to Council copy to Area & National	Fall of designated year (M)
Intent to Operate	Council to National	November 30 (A)
Declaration of Readiness	Council to Area Assessment Team Leader	May 15, and ongoing as material is available (A)
On-Site Assessment	Area to Council *	Early in camp operation (A)
Accreditation	Area to Council	Day of on-site visit if earned (A)
Submit score sheets electronically to NCAP@scouting.org	Area to National	48 hours after on-site visit (A)
Local Reports: score sheets, management letters, etc	Area to Council	Completion of all of the Council's Camp Assessments (A)
Year-end summary reports	Area to Region/National	Completion of assessment season (A)

\*Note that Councils will conduct self-assessment for day camps, family camps and selected other camping programs and are responsible to submit score sheets to National as required

# NCAP Personnel

## Selection of Volunteers

Council Nomination/Approval of Volunteers to serve NCAP

High quality Scouting Volunteers are the key to the success of the NCAP process. As such, Councils are encouraged to identify the best people who fit the various job descriptions listed later in this document. The following is a sample letter which might be used to solicit nominations from the Councils.

*Sample email to Councils for assessor names (to be sent with copy of job descriptions):*

To: Scout Executive, Director of Camping, Council Camping Chair, Council NCAP Chair

Date: XXXX

Re: Approval of 20XX Area Camp Assessors from Your Council

Although winter is still with us, it's time to think about summer camp! We need your assistance with a few items.

1. Camp assessors' names and training

In order to provide trained qualified camp assessors for your camp, we need your help to provide assessors from your Council to visit other Area camps. Attached for your approval is the list of last year's qualified assessors from your council. Please review for any changes and suggest new additional names and contact information. Please use the standard: Would I want this person to assess my camp?

All will be invited to a training [date] at \_\_\_\_\_. All new assessors are on a team of three to eight and may serve a secondary role their first time, or may serve as an observer if unable to attend training. Council NCAP Chairs, Camp Directors, Council Camping Committee Chairs, and other Council representatives are most welcome to attend the training.

2. COPE/climbing inspectors: If you are operating a COPE or climbing program, we need your council to provide two inspectors for inspections of other councils' programs.

3. On behalf of the approximately X,000 youth who will attend summer camp in Area X this summer, THANK YOU.

Questions? *[Provide name, contact info for Area Camp Assessment Chair.]*

ACTION REQUIRED: Submit by [date]. eMail to \_\_\_\_\_[Name/eMail].

ATTACHMENTS: Job description, current list of assessors from Council

## Job Descriptions

All National, Regional, Area, and Council volunteer NCAP personnel must meet certain qualifications and will be supplied with job descriptions outlining appointment/support information and responsibilities.

### Qualifications for Appointments at All Levels:

Uniform requirements for each of the positions described below include:

1. Registered adult member of the Boy Scouts of America.
2. Knows and practices Scouting ideals.
3. Completes required training for the position to which appointed.
4. Meets any special qualifications required for that position.

## Area Camp Assessment Chair

**Position Summary:** Coordinates and oversees implementation of the Area camp assessment process.

**Appointment and Support:** Appointed by Area Key-3 in accordance with Area procedures. Reports to the Area Vice-President of Outdoor Adventure. Works with the Area Director as staff adviser.

Communicates with and is supported by the Regional Camp Assessment Coordinator.

### Specific Qualifications:

1. Shows leadership and management skills in working with people and data, including use of the latest electronic communication resources.
2. Has in-depth understanding of the BSA National Camp Standards and the camp assessment program.
3. Can use good common-sense judgment in implementing assessment processes.
4. Has Council operations experience.
5. Physically capable of touring camp properties

### Responsibilities:

1. Develops and oversees a well-prepared group of Area Camp Assessment Team personnel.
  - A. Appoints assistant chairs, Team Leaders, and administrative assistants as needed and assigns their designated responsibilities.
  - B. Coordinates the process of recruiting and appointing qualified Camp Assessment Team members, based primarily on recommendations from local Councils.
  - C. Ensures appropriate training for all Area camp assessment personnel.
2. Working closely with the Area Director, develops ongoing relationships with local Council personnel throughout the Area, including Scout Executives, Council Camping Chairs, Council NCAP Chairs, Council Camp Assessment Chairs, and Camp Directors.

- A. Ensures understandings of the process and the roles of all involved.
  - B. Requests recommendations/approvals for Council volunteers to serve on Area camp assessment teams.
  - C. Trains local Council personnel responsible for conducting self-assessments, including day camps and family camps.
  - D. Oversees the arrangements, through Assessment Team Leaders, for precamp meetings and on-site visits.
3. Schedules and oversees annual on-site visits.
- A. Develops the schedule of on-site visits using information from Council authorizations and annual Intent to Operate as well as knowledge of specific camp situations.
  - B. Assigns Camp Assessment Team Leaders for each Council's camps and works closely with Team Leaders throughout the process.
  - C. Accepts and assigns qualified volunteers to serve as team members for each visit.
  - D. Works with the area COPE/climbing advocate to coordinate inspection and follow-up.
  - E. Coordinates materials needed from BSA for each visit.
  - F. Participates in selected visits, serving as a resource, supporting the process, and observing the competency of the teams.
  - G. Serves as the "first responder" for any standards- or process-related questions from Camp Assessment Team Leaders or others involved in the on-site visit.
  - H. Communicates with the Area Director and, when needed, the Regional Camp Accreditation Chair and the Regional Camp Assessment Coordinator regarding any on-site situations raising serious concerns, such as the potential closing of a camp or program area.
4. Follows up on the annual camp assessment process.
- A. Ensures that all reports (to Region and National) and letters (to Councils) are completed and submitted by the Team Leaders in a timely manner.
  - B. Communicates with Camp Directors and/or Scout Executives as to how the assessment went and requests any suggestions for improvement to the process.
  - C. Conducts debriefing with all Team Leaders to discuss notable situations at specific camps, trends and general concerns about camps, evaluation and suggested improvements of the process, any standards that raised questions, and team member evaluation.
  - D. Evaluates Team Leaders and begins planning of Team Leader placement moving forward.
  - E. Sends thank-you messages to all involved.

5. Prepares an overview of the Area's annual camp assessment activities to be shared with the Area committee and the Region
6. Participates in the Regional accreditation process and serves as a member of the Regional Accreditation Committee.
  - A. May assist with preparation of Authorizations to Operate.
  - B. May assist with communication, including meetings, with Councils to address any Authorization to Operate or accreditation issues.
7. Supports Council self-assessment. Helps to provide training for Councils and provides advice/counsel as requested.
8. Responds to requests for information from the Region on any waivers or variances.

## **Area Camp Assessment Team Leader**

### **Team Leader Designation**

In selecting and appointing Team Leaders, the following recommendations may be helpful:

- Start by reviewing the job description for Area Camp Assessment Team Leaders.
- Ensure that the prospective Team Leader is a respected volunteer who fits the job description and is not regarded as having a notable conflict of interest with the assigned Council.
- Communicate with prospective Team Leaders early in the program year to confirm responsibilities and availability.
- Develop a rotation schedule so that Team Leaders establish some continuity in working with a Council but shift Council assignments every two or three years to provide fresh perspectives. Prepare assistants to take over to ensure continuity.
- The Area Assessment Chair will keep in close touch with Team Leaders throughout the precamp/camp/postcamp seasons, encouraging strong and prompt communication with the Council throughout the process.

**Position Summary:** Guides and manages an annual on-site visit of how well each assigned Council/camp meets National Camp Standards.

**Appointment and Support:** Appointed by and reports to the Area Camp Assessment Chair, after recommendation and/or approval by the local Council Scout Executive.

**NOTE:** Generally, persons currently serving on a camp staff in one Council should not be assigned as a Team Leader assessing another Council's camp.

### **Specific Qualifications:**

1. Shows leadership and organizational skills in working with people and data (including electronic).
2. Has in-depth understanding of the BSA National Camp Standards and the camp assessment process.



3. Has completed online orientation.
4. Physically capable of touring camp properties

**Responsibilities:**

1. Represents the Boy Scouts of America in the accreditation process.
2. Participates in annual Team Leader training.
3. Reviews information about each Council's camp operations.
  - A. Multi-year Authorization to Operate and related commitments.
  - B. Annual Intent to Operate.
  - C. Results of prior year(s) visits.
  - D. Declaration of Readiness.
4. Conducts a precamp discussion with Council personnel, through a face-to-face or electronic meeting.
  - A. To review Council planning, commitments, and precamp follow-through.
  - B. To determine which standards already have verification.
5. Makes final arrangements for each camp on-site visit.
  - A. Contacting Camp Director to confirm.
  - B. Planning observation and discussion arrangements to maximize verification opportunities and efficient use of camp staff and team member time.
  - C. Contacting team members to answer questions and share the general organizational plan for the on-site visit, including which team members will likely assess which areas of camp operation.
6. Sets an example of positive leadership and good judgment in conducting the on-site visit.
  - A. Chairs an opening gathering in which team members and Council representatives are introduced and assigned responsibilities.
  - B. Coordinates and participates in gathering information.
    - i. Determining whether each applicable camp standard is met.
    - ii. Identifying areas of best practice and potential improvement.
    - iii. Serving as a resource and decision-maker when consulted by team members.
  - C. Assures that the process maintains a positive tone and does not become a "white-glove" inspection.
  - D. Concludes the visit by conducting a debriefing to review highlights of the day and then **presenting accreditation recognitions to the camp.**
7. Assists in resolving situations where standards are missed.
  - A. Contacts the Area Camp Assessment Chair and/or Area Director in any case where issues occur.

- i. Immediate contact for any major safety issue or any thought of closing a camp or area.
  - ii. Follow-up contact regarding issues that are less serious or urgent.
  - iii. Helps the Council to develop a written corrective action plan and schedule to meet any missed standards.
- 8. Completes follow-up written communications related to the assessment.
  - A. Promptly submitting the score sheet and other required materials electronically.
  - B. Preparing and sending a review letter to the Council President, Scout Executive, Region, and team members.
    - i. Indicating the extent to which applicable standards were met.
    - ii. Identifying areas of best practice.
    - iii. Providing recommendations for potential improvement.
- 9. Participates in an end-of-season Team Leader meeting to review the season's results and prepare for next year's process.

## **Area Camp Assessment Team Member**

**Position Summary:** Participates in the on-site visit.

**Appointment and Support:** Is appointed by and reports to the Area Camp Assessment Chair, after recommendation and/or approval by the local Council Scout Executive.

**NOTE:** Generally, persons currently serving on a camp staff in one Council should not be assigned as a team member assessing another Council's camp. The exception to this might be in the case of a shortage of a specialty such as COPE/climbing inspectors.

### **Specific Qualifications:**

- 1. Has good observation and listening skills.
- 2. Has knowledge of the BSA National Camp Standards and the camp assessment process.
- 3. Has completed online orientation.
- 4. Physically capable of touring camp properties

### **Responsibilities:**

- 1. Represents the Boy Scouts of America in the accreditation process.
- 2. Participates in annual NCAP team training. (recommended each year but required every two years)
- 3. Assists with the on-site visit, focusing on observing and listening, while asking questions and taking notes as necessary
- 4. Maintains an attitude of courtesy and respect, avoiding any disruption of camp program
- 5. Supports the process to maintain a positive tone and avoids becoming a "white-glove"

inspection.

6. Functions as a team player, using good judgment in sharing impressions and concerns with the Team Leader and other team members.
7. Reports to the Team Leader on standards the camp has met (or failed to meet), noting best practices and areas where improvement is recommended.
8. Immediately notifies the Team Leader in any situation where there is a serious safety concern
9. If requested, submits written notes (to the Team Leader) on the review of the assigned areas of the camp
10. Maintains good judgment in any follow-up discussions of the camp visit

### **Area Camp Assessment Team Observer (optional)**

**Position Summary:** Attends a camp on site visit to observe the process and to prepare for future participation in other camp visits.

**Appointment and Support:** Is appointed by and reports to the Area Camp Assessment Chair, after recommendation and/or approval by the local Council Scout Executive

**Specific Qualifications:**

1. Has good observation and listening skills.
2. Is learning about the BSA National Camp Standards and the camp assessment process
3. Participates in the Area NCAP training. (Recommended each year but required every two years)
4. Physically capable of touring camp properties

**Responsibilities:**

1. Represents the Boy Scouts of America in the accreditation process.
2. Maintains an attitude of courtesy and respect, avoiding any disruption of camp program.
3. Does not materially participate in the assessment but responds to questions and presents experience-based opinions if requested.
4. Maintains good judgment in any follow-up discussions of the visit.

### **Area Camp Assessment Registrar (optional)**

(In many cases this work is handled by the Area Assessment Chair)

**Position Summary:** Handles communications and records for Area NCAP.

**Appointment and Support:** Is appointed by and reports to the Area Camp Assessment Chair, after approval by the local Council Scout Executive.

**Specific Qualifications:**

1. Has good organizational and communication skills.

**Responsibilities:**

1. Assists as requested in collection of applications and maintains Area records of authorizations.
2. Receives Intent to Operate information and assists in setting the schedule of the visits.
3. Sends communication to Councils to request nominees/approval for camp assessors.
4. Sends invitation letter to nominees to training; serves as registrar for training and issues training cards.
5. Maintains database of camp assessor contact information, training records, and assignments.
6. Maintains schedule of camp assessments and listing of team members for each.
7. Sends requests to assessors to volunteer for on-site visits as needed.
8. Distributes information regarding on-site visits to assessors and to camps.
9. Receives Declaration of Readiness and contacts Councils if declaration is not submitted on time.
10. Ensures score sheets and reports are submitted and maintains copies for Area records.
11. Sends thank-you letters and follow-up communication needed at the end of the season.
12. Maintains an Area file on each camp that is made available each year to the team

**Detailed Area Assessment Action Plan**

**Note:** This is the typical chronology of actions required. Some Regional/Areas may need to adjust the dates to accommodate earlier camp operations.

	<b>Area Assessment Chairman Actions and Communications</b>	<b>Date</b>
1	Meet with Team Leaders to debrief current year, plan for next year, make Team Leader assignments and develop tentative schedule for next year.	Oct
2	Contact Council Scout Executive or designee requesting recommendations for new team members and verification of information for continuing assessors (attach current list).	Dec
3	Receive "Intent to Operate" report from National. Review and compare to NCAP authorization and known operations. (check Council web sites)	Dec
4	Establish training date(s) and reserve training locations	Dec
5	Update data base of Area NCAP training "invitees" and send a save the date notice via Email.	Jan
6	Verify camp operation dates and build calendar of on-site assessments. Share tentative calendar with Team Leaders.	Jan

7	Confirm planned dates with Scout Executives/Directors of Camping and provide name and contact information of Team Leader.	Jan
8	Order national materials for training and on-site assessments and arrange for delivery.	Jan
9	Finalize arrangements for date/site for camp assessment training. Set up registration system.	Jan
10	Team Leaders contact Councils and begin dialogue to facilitate review of paperwork.	Mid Jan
11	Finalize drafts of on-site assessment calendar and assignments and send to Team Leaders for confirmation.	Feb
12	Prepare training agenda and send invitation to team chairs, team members, Council NCAP Chairs, Camp Directors, Scout Executives, Council Camping Chairs (letter, registration link, map/directions, and calendar).	Mid Feb
13	Finalize preparation for training including: communication with participants, develop local handouts and presentations, camp sign-up sheets, print attendee training cards.	March
14	Prepare camp packets including; certificates, flags, standards-at-a-glance worksheets, attendance sign in sheets.	March
15	Conduct training for: Team Leaders, new team members, experienced team members, COPE team members, HA/Trek team members, and Council day/family camp coordinators. (Attendees sign up for camps/dates)	April/May
16	Team Leader receives and reviews Declaration of Readiness along with required attachments currently available.	May 15
17	Email list of assignments - to Team Leaders and all team members who have signed up (recruiting assessors for additional camps as needed). Provide contact information to all team members to facilitate carpooling.	May 30
18	Notify Scout Executives/Directors of Camping or designee of assigned Team Leaders and team members providing contact information and reconfirming dates of visits.	June 1
19	Team Leader conducts council precamp conference and checks off as many items as information is available from the council.	June
20	Conduct camp assessments at all area resident, trek, specialty-adventure, and high-adventure camps, and at stand-alone COPE/climbing courses.	As Scheduled
21	Team Leader Submits Score Sheets electronically to NCAP@scouting.org, and cc's to Area Assessment Chair	ASAP

22	Team Leader sends score sheets and management letters to Council Executive, Council President, VP of Camping or Program, and others as appropriate.	ASAP
23	Email team chairs with agenda for end-of-season debrief/planning meeting.	Sept
24	Send thank-you to all team members.	Sept/Oct
25	Meet with Team Leaders to debrief current year, plan for next year, make Team Leader assignments and tentative schedule for next year.	Oct
NOTE	<b><i>These actions are supplemented with ongoing communication between the Area Assessment Chair, the Area Director, and the assigned Team Leaders</i></b>	

## Training for NCAP

### Overview

The Area has an important role in helping Council and Area volunteers and staff members learn about the NCAP process and the BSA National Camp Standards. The orientation may be included as part of Area leadership conferences, may be conducted as a stand-alone workshop, or may be facilitated through an interactive webinar or other electronic meeting. It is important that the presentation allow for sharing of questions and answers. PowerPoint presentations and suggested handouts will be made available to Area Camp Assessment Chairs to use for the orientations.

The following agenda is designed for a general audience that includes both Area and Council personnel. For more specific plans for Council leaders, see the *Council Implementation Guide* and review the Support for Council Self-Assessment section in this *Area Implementation Guide*.

#### Sample Orientation Agenda for a General Audience

<b>NCAP Orientation for Area Assessment Volunteers</b>	
•	Purpose of NCAP
•	NCAP Process At-a-Glance <ul style="list-style-type: none"> <li>◦ Multi-Year</li> <li>◦ Annual</li> </ul>
•	National Camp Standards and Standards At-a-Glance <ul style="list-style-type: none"> <li>◦ Format</li> <li>◦ Utilization</li> </ul>
•	Application/Analysis/Authorization
•	Assessment <ul style="list-style-type: none"> <li>◦ Area Procedures • Council Self-Assessment</li> </ul>
•	Job Descriptions and Action Plans
•	Q and A and Review

## Orientation for Council NCAP Leadership

**When:** Annually, as determined by Area

**Purpose:** To train key Council leadership in the Council's role in NCAP

**Preparation:** Participants should be asked to complete the online NCAP orientation, review the *Council Implementation Guide*, and come to the training with their questions. (Note: A training module (PowerPoint presentation) is available to train Council NCAP Chairs.)

1. Welcome and Introductions, Review of Purpose
2. Overview
3. Job Description—Council NCAP Chair
4. Council Implementation PowerPoint Presentation
5. Split Sessions:

Day/Family/Weekend Camps	Resident Camps	Authorization
<ul style="list-style-type: none"><li>• Review of implementation guide</li><li>• Organizing/conducting assessment</li><li>• Review of resource material</li><li>• Cub Scout visitation team training</li><li>• Questions about standards</li></ul>	<ul style="list-style-type: none"><li>• Review of implementation guide</li><li>• Explain the Continuous Camp Improvement process</li><li>• Program Questions about standards</li></ul>	<ul style="list-style-type: none"><li>• Authorization PowerPoint</li><li>• Review application, Instructions Worksheets</li></ul>

6. Wrap up and closing

## Training Council Volunteers Responsible for Self-Assessment

See the ***Council Implementation Guide*** for detailed information to support council self-assessment.

Council volunteers responsible for training the Council self-assessment teams are expected to take NCAP online orientation, conduct NCAP self-study, and participate in Area NCAP training above. The sample comprehensive training agenda for the breakout session includes appropriate items to guide the discussion with Council trainers if Council self-assessment training is presented at the same date and location as area training.

# **Training Area Assessment Teams**

**Team Leaders, Team Members, COPE Teams, and High Adventure/Trek Team Members**

## **Methods**

### **1. Online National Orientation**

- A general introduction to the National Camp Accreditation Program intended to be a basic introduction of the program to new assessors, Camp Directors and Council staff, Council volunteers, or anyone associated with the program. Required for all camp assessors or observers.

### **2. Self-Study**

- Each assessor's in-depth review of the National Camp Standards. Required of all assessors prior to in-person training.

### **3. In-Person Area NCAP Training**

- Four- to six-hour training that communicates the big picture of camp assessment, focuses on best practices for on-site procedures, and clarifies standards as needed. Training is required every two years, but is recommended annually.
- May be taken in any Area/Region, but assessors are encouraged to attend in their own Areas in order to participate in sign-ups for particular camps' on-site assessments.
- Council Directors of Camping, Camp Directors, Rangers, and others involved with camping operations should be encouraged to attend. Discussions facilitate a mutual understanding of expectations.

### **4. Observer-in-Training (optional)**

- Accompanying a team for learning firsthand how the process works. Primarily for Council-approved Scouters unable to attend in-person training.



## Sample Letter of Invitation to In-Person Camp Assessment Training

Dear \_\_\_\_\_:

Upon the recommendation of your local Council, we are pleased to invite you to serve as an Area Camp Assessor or Council Day Camp/Family Camp Assessment Chair for the 20xx camping season. This year's camp training will be presented on \_\_\_\_\_[give details of time and place]. Please submit your registration (see attached) as soon as possible. (Training is required for all new assessors, and at least every other year for experienced assessors.)

Area XX encompasses \_\_\_\_\_[describe geography and councils]. During the 20xx camping season, Area XX will be responsible for on-site assessments at XX [number of] properties, with Cub Scout resident camps, Boy Scout resident camps, high-adventure or trek programs, COPE programs, and climbing/rappelling programs. In addition, each Council will be responsible for training day camp and family camp assessors and conducting those assessments.

The annual on-site assessment at each camp is extremely important for the safe and successful operation of the camping programs in the Councils within our Area. This is a major undertaking and is successful only through the dedication of volunteers who give generously of their time and efforts to fully understand the National Camp Standards and the National Camp Accreditation Program as well as to participate in on-site visits. Your work is appreciated.

The day's agenda (see attached) begins and ends with general sessions and features concurrent breakout programs for day/family camp Council assessment trainers, Team Leaders, new team members, experienced team members, HA/Trek teams, and COPE teams, and Council personnel involved with camping operations.

Training prerequisites are online for the national orientation and self-study of NCAP standards, available at [www.scouting.org/NCAP](http://www.scouting.org/NCAP). Attendees should come to the session with some knowledge of the NCAP process and standards.

The 20\_\_ schedule of on-site camp visits will be posted, and there will be time for everyone to sign up as a member of one or more teams. Please bring your personal calendars.

The registration fee of \$\_\_\_\_\_includes all materials plus lunch and morning refreshments. Please register on line at ([provide link](#)) or return the enclosed registration form via eMail to \_\_\_\_\_ \*\*\*depending on whatever method the Area is using\*\*\*.

We look forward to seeing you at \_\_\_\_\_(time) on \_\_\_\_\_(date)

### Presentation of Area Training for Camp Assessment

The four to six hours in-person Area NCAP training prepares Area and Council personnel for the on-site process. It should be conducted two to three months before the summer camp season begins. A variety of venues may be chosen, depending on Area preference as well as geographic convenience and accessibility. It is not necessary to conduct the training at a camp, although that is an option. It is helpful if the venue allows for use of equipment for electronic presentations and

provides Internet access so that website resources can be used.

Area training should present an overview of the National Camp Accreditation Program and specific guidance for Area camp assessment. The following components should be included, and the content priority should be discussion of best practices for on-site visits. Ask participants to review standards and plans before the training. The first sample below presents a generic agenda.

### **Sample Generic Training Agenda for Area Camp Assessment**

#### **Preparing for Area On-site Camp Assessment**

- I. Welcome and Introductions
- II. Purpose of NCAP
- III. The Role of Assessment in the NCAP process
- IV. NCAP Standards and Standards At-a-Glance
- V. Lunch
- VI. Assessment Team Structure and Responsibilities
- VII. Best Practices for On-Site Assessment
- VIII. Review

Depending on the number and mix of participants, it is usually helpful to include breakout sessions targeted to specific groups of people. For example, conducting separate sessions for new team members and veteran team members meets the different needs of the two groups. High-Adventure/Trek, COPE/climbing, and similar breakouts can highlight specific responsibilities. Team Leaders need mentoring specific to their leadership role and a checklist of tasks for which they take responsibility. Council representatives such as NCAP Chairs, Camp Directors, Council staff, and key Council volunteers benefit from specific guidance in preparation and expectations for the on-site visit. Camp Directors can also join Team Leaders for a better mutual understanding of the standards.

Separate BSA guidelines are provided for training of COPE Inspectors. In some cases, that training may be conducted independently from the annual Area assessment training. The Area in-person training would give COPE Inspectors an opportunity for review and collaborative planning as well as communication with other COPE volunteers.

Since the Area has the responsibility for training Council camp assessment chairs as well as Area teams, it is recommended that the in-person training include a separate focus on Council self-assessment.

The sample comprehensive agenda below features division into Area and Council assessment emphasis early in the plan. The Area assessment group would then subdivide into breakout groups to focus on the needs of the subgroups.

## Sample Comprehensive Training Agenda *(adapted to local situations)*

_____ Region, Area _____	April 1, 20xx															
<h3 style="margin: 0;">20xx Camp Assessment Training</h3>																
<b>8:00 REGISTRATION</b> <b>9:00 WELCOME &amp; OPENING</b> <b>9:05 Purpose and Overview of NCAP</b> <b>9:30 Recap of Previous Year's Activities</b>																
<b>9:45 Break into:</b>																
<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <b>Area: Resident-Cope-High Adventure Assessment</b> </div> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <tr> <th colspan="5" style="text-align: center; padding: 5px;">Break-Out Sessions</th> </tr> <tr> <td style="width: 15%; padding: 5px;">New Team Members</td> <td style="width: 15%; padding: 5px;">Experienced Team Members</td> <td style="width: 20%; padding: 5px;">Team Leaders, Camp Dir's, Rangers, etc</td> <td style="width: 15%; padding: 5px;">COPE &amp; Climbing</td> <td style="width: 35%; padding: 5px;">High Adventure &amp; Trek</td> </tr> <tr> <td style="height: 20px;"></td> <td></td> <td></td> <td></td> <td></td> </tr> </table> <p style="margin: 5px 0;">12:00 LUNCH &amp; sign-up sheets</p> <p style="margin: 5px 0;">12:45 BREAK-OUT SESSIONS CONTINUE</p> <p style="margin: 5px 0;">2:00 REASSEMBLE – RESIDENT ASSESSMENT ATTENDEES</p> <p style="margin: 5px 0;">Review sign-ups Questions Area Director Comments</p>	Break-Out Sessions					New Team Members	Experienced Team Members	Team Leaders, Camp Dir's, Rangers, etc	COPE & Climbing	High Adventure & Trek						<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <b>Council Assessed: Cub Scout Day Camp/Family Camp</b> </div> <p style="margin: 5px 0;">9:45 INTRODUCTIONS POSITION DESCRIPTION WHY DAY/FAMILY CAMP STANDARDS</p> <p style="margin: 5px 0;">10:15 THE ASSESSMENT PROCESS VISITATION &amp; REPORTING PROCEDURES</p> <p style="margin: 5px 0;">11:45 LUNCH</p> <p style="margin: 5px 0;">12:25 NATIONAL STANDARDS: DAY CAMPS NATIONSL STANDARDS: FAMILY CAMPS</p> <p style="margin: 5px 0;">SUMMARY REVIEW &amp; QUESTIONS</p>
Break-Out Sessions																
New Team Members	Experienced Team Members	Team Leaders, Camp Dir's, Rangers, etc	COPE & Climbing	High Adventure & Trek												
<b>2:30 CLOSING &amp; PRESENTATION OF TRAINING CARDS</b>																

## Sample Breakout Training Agendas *(selected and adapted based on local situations)*

Breakout: New Team Members	Breakout: Veteran Members	Breakout: High Adventure
I. Roles of the Team Member and Team Leader  II. Close Look at the Job Description  III. Expectations for Representing the BSA  IV. Understanding and Using the Standards  V. The Step-by-Step On-Site Process  VI. "Oh, No!"—What Not to Do  VII. Recap: Leaving with Mission Accomplished	I. Roles of the Team Member and Team Leader  II. Close Look at the Job Description  III. Expectations for Representing the BSA  IV. Review any standards updates  V. Discuss case history examples  VI. "Oh, No!"—What Not to Do  VII. Recap: Leaving with Mission Accomplished	I. Role of the High-Adventure Team  II. Interpreting the Job Descriptions  III. Expectations  IV. Understanding/Using the Standards with Emphasis on High Adventure  V. The Step-by-Step On-Site Process  VI. "Oh, no!"—What Not to Do  VII. Recap: Leaving with Mission Accomplished

<b>Breakout: COPE and Climbing</b>	<b>Breakout: Team Leaders</b>	<b>Breakout: Council Reps</b>
I. Role of the COPE/Climbing Team and Interface with Assessment Team Leader II. Interpreting the Job Descriptions III. Expectations IV. Understanding/Using the COPE and/or Climbing Standards V. The Step-by-Step On-Site Process VI. "Oh, No!" — What Not to Do VII. Recap: Leaving with Mission Accomplished	I. Role of the Team Leader II. Close Look at the New Job Description III. Review of the Team Leader Checklist IV. Understanding and Using the New Standards V. Scoring and Reporting Processes and Expectations VI. The Step-by-Step On-Site Process VII. How Assessment Fits Into the "Big Picture" of the NCAP VIII. Final review of Schedules and Assignments IX. Recap: Accomplishing the Mission	I. Role of the Camp Director, Council Staff, and Council Committees II. Responsibilities of the Assessment Team (Job Descriptions) III. Preparation/Expectations IV. Understanding/Using the Standards V. The Step-by-Step On-Site Process VI. How Assessment Fits Into the "Big Picture" of the NCAP VII. Review of Schedules VIII. Recap: Working Together to Accomplish the Mission

It is suggested that each participant be given the following in both hardcopy and electronic form.	
<b>For Area Assessment:</b> <ul style="list-style-type: none"> <li>• Introduction to NCAP</li> <li>• NCAP Process At-a-Glance</li> <li>• <i>National Camp Standards</i></li> <li>• NCAP Standards At-a-Glance ALL</li> <li>• Sample Standards At-a-Glance for Camp X</li> </ul>	<b>For Council Self-Assessment:</b> <ul style="list-style-type: none"> <li>• Introduction to NCAP</li> <li>• NCAP Process At-a-Glance</li> <li>• <i>National Camp Standards</i></li> <li>• NCAP Standards At-a-Glance DAY CAMP</li> <li>• NCAP Standards At-a-Glance FAMILY CAMP</li> </ul>

Training webinars and presentations may be accessed at [www.scouting.org/NCAP](http://www.scouting.org/NCAP).

## The Area Assessment Process

### Scheduling and Assignments of On-Site Camp Assessment

#### Process and Sample Calendar

The Council's annual Intent to Operate provides information about the dates and locations of all camp programs. The Area will establish on-site dates during the first week of camp operation whenever possible. Never schedule on opening day of camp — the camp is busy attending to the needs of Scouts. Dates will be confirmed in consultation with Council representatives.

The Area will then develop a calendar showing the dates and locations of all scheduled on-site visits. For camps offering COPE, inspections should be scheduled during the regular on-site visits if possible, if not before. The COPE program must be in operation to conduct the inspection.

Areas are encouraged to develop camp accreditation websites, which could include the schedule of assigned dates and allow volunteers to sign up online to help with particular camp visits.

### Sample calendar for a summer month

Mon	Tue	Wed	Thu	Fri
2	3	<b>Council A— 4</b> <b>Camp A-A</b> Scout and COPE/Climbing	5	6
9	<b>Council B— 10</b> <b>Camp B-A</b> Scout and Climbing <b>Council C—</b> <b>Camp C-A</b> Scout and COPE/Climbing	<b>Council C— 11</b> <b>Camps C-B, C-C</b> Scout and Climbing, High Adventure <b>Council D—</b> <b>Camp D-A</b> Scout and COPE/Climbing <b>Council A—</b> <b>Council A-B</b> Scout and COPE/Climbing	<b>Council C— 12</b> <b>Camp C-D</b> Cub and Bouldering <b>Council E—</b> <b>Camp E-A</b> Scout and COPE/ Climbing	<b>Council F— 13</b> <b>Camps F-A, F-B,</b> <b>F-C, F-D</b> Scout (2), COPE, Climbing, High Adventure, Web
16	<b>Council C— 17</b> <b>Camp C-E</b> Cub	<b>Council G— 18</b> <b>Camp G-A</b> Scout and COPE/Climbing	<b>Council G— 19</b> <b>Camp G-B</b> Scout and COPE, High Adventure	20
<b>Council G— 23</b> <b>Camp G-C</b> Cub Webelos	24	25	<b>Council E— 26</b> <b>Camp E-B</b> Scout and COPE/ Climbing	27
<b>Council C— 30</b> <b>Camp C-F</b> Cub	31			

### Assignment Schedule

Based on the calendar overview, the on-site assignment schedule is developed to provide more detail, including programs to be reviewed and contact information for each camp and all team members. Providing all team members and Camp Directors access to an assignment schedule with detailed contact information makes the communication process easier.

The first steps in developing the assignment schedule include identifying the Team Leader, recording the identified information about each camp, and noting the dates and programs to be assessed. The Area Camp Assessment Chair and the Team Leader should jointly discuss the personnel needs for each camp/program to be reviewed.

Sign-ups for teams may be handled electronically through a dedicated area camp assessment website or may involve on-paper sign-ups and follow-up email communication. The Area Camp Assessment Chair should make the final determination of appropriate assigned personnel before publishing the assignment schedule (either on a website or through email).

### Sample Assignment Schedule

Council/Camp	Type of Camp	Date	Day	Area Rep	Team Leader	Team Members
Council A	Scout	3-Jul	Mon		Jim Leader	Joe Member
Camp B					333-333-3333	Dan Member
666-666-6666						Rita Member
	Bouldering	3-Jul	Mon			Tom Climber
Council A	Cub/Web	11-Aug	Fri	Ed Director	Jim Leader	Dean Member
Camp B				222-222-2222	333-333-3333	Brice Member
666-666-6666						
Council C	Scout	4-Jul	Tue		Ed Leader	Matt Member
Camp D					333-333-3333	Linda Member
666-666-6666						Mike Member
	Tower	4-Jul	Tue			Eric Climber
Council D	Scout	10-Jul	Mon	Tim Area Chair	Barry Leader	Jay Member
Camp E				555-555-5555	333-333-3333	Carol Member
666-666-6666						Ira Member
						Don Member
	Trek	10-Jul	Mon			Stan Hiker

### Team Leader Responsibilities

	Area Assessment Team Leader Actions and Communications	Date
1	Attend Area Team Leader debrief of current year, plan for next year, review tentative schedule and discuss assignments	Oct/Nov
2	Initiate contact with Scout Executives/Directors of Camping to begin dialogue for receiving and reviewing Declaration of Readiness	Mid Jan
3	Participate in camp assessment online training and/or Webinar	Feb/March
4	Participate in annual Area Team Leader and Team Member Training	Spring
5	Review precamp conference suggested agenda and set up conference date (face-to-face, phone, or electronic) with council. Send FYI to Area Camp Assessment Chairman	Spring
6	Receive Declaration(s) of Readiness from Council	May 15
7	Check to see that the following documents are in place <ul style="list-style-type: none"> <li>• Authorization</li> <li>• Intent to Operate</li> <li>• Copy of last year's assessment and management letter</li> <li>• Camp specific Standards At-a-Glance</li> </ul>	May/June
8	Attend precamp conference with Council personnel to review material required by Declaration of Readiness with the goal of reviewing as much as possible ahead of the site visit. Clear any open issues	May/June

9	Verify with Area Assessment Chairman that all materials needed are in hand: • score sheets • certificate • pennant, etc.	1 month prior to visit
10	Communicate with team members assigned to finalize arrival plans, time, location, etc.	2 weeks prior to visit
11	Communicate one more time with Council (Camp Director), verifying time of arrival and where to meet at camp	2 weeks prior to visit
12	Conduct the on-site assessments at all Area resident, trek, specialty-adventure, and high-adventure camps, and at stand-alone COPE/climbing courses in accordance with guidelines	As Scheduled
13	Present recognition if appropriate at conclusion of site visit	day of visit
14	Contact Area Assessment Chair and/or Area Director if any issues occur	Immediately
15	Submit Score Sheets electronically to NCAP@scouting.org, and cc's to Area Assessment Chair	within 48 hours of visit
16	Submit score sheets and management letters to Council Scout Executive, Council President, VP of Camping or Program, and others as appropriate.	within 30 days of visit
17	Participate in Team Leader follow-up meeting to review this year and prepare for next year	Oct/Nov
NOTE	<b><i>These actions are supplemented with ongoing communication between the Team Leader and the Area Assessment Chair</i></b>	

## Precamp Communication with Councils

### Intent to Operate

The Intent to Operate must be submitted by the Council to National by November 30. In the Intent to Operate, the council lists all of the camps that it intends to operate during the next program year, including: resident camps, trek camps, specialty-adventure and high-adventure camps, COPE and/or climbing courses, and camp properties. Expected dates of operation are listed for each camp. Separate Intent to Operate forms are required for Council assessed day and family camps.

The Intent to Operate is used by the Area to coordinate area assessment of resident, trek, specialty-adventure, and high-adventure camps, camp properties, and COPE and/or climbing courses and to establish communication regarding local Council self-assessment of day and family camps. Since many camps open during the same short window, all visits may not be able to be conducted at the time requested. The Area Camp Assessment Chair may have to consider resources available and ask camps to adjust dates as needed.

### Review of Authorization to Operate

The Authorization contains a description of all the Council's camps for which it has Authorization to Operate, and ultimately desires accreditation.

For each camp, the Authorization:

- Indicates the program goals, the facilities, and how the Council intends to meet the National Camp Standards;
- Identifies any recommended practices that the Council intends to adopt;
- Sets forth additional quality commitments that the Council intends to meet to provide the safest and highest possible quality program to participants.

The Area should review the authorization each year to be reminded of the commitments the Council has made.

The At-a-Glance standards specific to each camp will eventually be developed based on the authorization (although initially they will be developed through consultation of Area and Council personnel).

### **Declaration of Readiness**

The Declaration of Readiness is the Council's assurance that a particular camp will be ready to open and prepared to offer a program meeting the requirements of the National Camp Standards and its Authorization to Operate. Councils are to submit the Declaration of Readiness by May 15th to the Area Camp Assessment Team Leader to facilitate a more effective onsite camp visit. It is recognized that all material may not be available at the time this document is submitted. Additional paperwork should be submitted to the Area Camp Assessment Team Leader when it becomes available. Material submitted with the Declaration of Readiness will be reviewed by the Area Camp Assessment Team Leader and will not have to be rechecked during the on-site visit. Having this information in advance will allow the team the opportunity to be more productive in viewing the camp program in action. There will still be a need for the team to review specific documentation while on-site such as trigger pull logs, rope logs for COPE, temperature charts, health lodge records, etc. **Note:** In cases where Area Assessments are required for special non-summer resident programs the Declaration of Readiness should be provided 30 days prior to the start of the program.



[illegible]

The Area Camp Assessment Team Leader assigned to each Council's camps should contact the Council leadership during the early spring to make preliminary arrangements for a precamp conference. How the conference is conducted will be determined by what the Area feels is needed in each Council. The precamp conference can take place in person, by phone, or through an electronic meeting site. An in-person conference will likely be needed for a new camp or a conditionally accredited camp seeking to return to fully accredited status. The conference should be scheduled to take place after the Declaration of Readiness has been submitted and before the opening of camp. Area officers should be informed of potential conference dates, so that they may participate if needed.

- To clarify the camp accreditation standards and process as necessary and note Council progress toward accreditation, including the At-a-Glance standards for each camp and the authorization (if developed).
- To review standards-related paperwork and note meeting of associated standards.
- To confirm arrangements for on-site visit.

The Team Leader should review all available documents related to the camp prior to the meeting including: The Authorization, the Intent to Operate, the Declaration of Readiness, and the previous year's score sheet and management letter. Particular attention should be given to deviations or other concerns from the previous year. The Team Leader should review/record any advance standards documentation submitted with the declaration.

The following is a suggested agenda for the meeting.

### **Pre-Camp Conference Agenda**

<p><b>PRECAMP CONFERENCE:</b> _____ <b>Council</b></p> <p><b>DATE:</b> _____ <b>PLACE:</b> _____</p> <ul style="list-style-type: none"><li>I. Opening comments and introductions</li><li>II. Review of how each camp fits into the Council's big picture of camp plans</li><li>III. Review of standards/accreditation process and Council progress toward accreditation<ul style="list-style-type: none"><li>A. Clarification of standards and/or process</li><li>B. At-a-Glance standards for each camp</li><li>C. Council readiness for the camp season</li><li>D. Identify any waivers or variances</li></ul></li><li>IV. Review of completion of appropriate standards (with record of information and standards met)</li><li>V. Confirmation of plans for on-site assessment(s)</li></ul> <p><b>PARTICIPANTS:</b></p>
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## **Conducting On-Site Assessments**

### **Best Practices**

#### **Best Practices: Team Leader**

##### **Two weeks before**

1. Review camp-specific information:
  - A. NCAP standards applicable to the camp — Standards At-a-Glance
  - B. Specifics of the authorization and any waivers or variances
  - C. Information from previous assessments
  - D. The Council/camp website
2. Confirm and finalize on-site plans.
  - A. Communicate with the Camp Director to discuss team representation, timing, check-in procedures, and the general plan for conducting the assessment (including COPE inspection, if applicable).
  - B. Contact team members to review expectations (see below) and arrangements (including COPE, if applicable).

##### **That day**

1. Set a positive example in representing the Boy Scouts of America.
2. Meet the team off-site and arrive together or be punctual if meeting on-site.
3. Follow camp visitor control procedures (sign in, show Youth Protection, NCAP training

card, medical form, and any other identification requested).

4. Meet briefly (10–15 minutes) with Camp Director, Council/camp personnel, and team members.
  - A. Ask everyone present (Council/Camp Representatives and Area team members) to introduce themselves and sign an attendance sheet.
  - B. Set a positive tone by briefly explaining the purpose of the visit and the intent to observe the camp in action and ask questions without disrupting program.
  - C. Remind everyone that this is not a “white-glove” inspection. The objective is to help the Council deliver “**Scouting’s Promise to Youth**”.
  - D. Assign subgroup members and areas of responsibility (for example, waterfront, kitchen/dining, health facilities), based on organization of standards, physical location, and team member expertise.
  - E. Arrange for a time and place to meet back together to share notes.
  - F. Move out to areas to observe Scouts enjoying an outstanding and safe program.
5. Coordinate team of all aspects of the camp governed by standards.
  - A. Observe program, procedures, and facilities in assigned areas.
  - B. Talk with staff and participants about what they are doing/learning (without disrupting program).
  - C. Refer to the interpretations and verifications in the full text of the standards as needed.
  - D. Check off standards met and record notable observations.
6. Deal effectively with any situations requiring immediate attention.
  - A. Allow camp staff to correct any safety problem that can be promptly fixed.
  - B. Notify and consult with the Area Camp Assessment Chair and/or Area Director in any case where serious issues occur.
7. Conduct a review meeting to discuss the day’s findings.
  - A. Along with team members:
    - Discuss overall impressions about general camp program, procedures, and facilities. Keep it positive.
    - Note which standards were met, were deviations, or were not met
    - For deviations:
      - Explain how the team arrived at that conclusion and what actions were taken
    - For unmet standards:

- Explain how the team arrived at that conclusion.
- Reach a written agreement about any corrective actions to be taken and in what time frame.

B. For situations not easily corrected, arrange consultation with Area/Region to work with the council to develop a written plan and time frame for addressing the problem.

C. Determine what recognition the camp has earned.

8. After consultation with the Camp Director, present the recognition (if possible, presented in the presence of campers and staff). Use this opportunity to praise the camp, the staff, and the campers.
9. Sign and leave behind completed copy of the Standards-At-a-Glance work sheet, or the one-page summary sheet of identified deficiencies or non-compliant standards.

**Soon after** (within 48 hours)

1. Electronically transmit the score sheet to National (NCAP@scouting.org), with a copy to the Area Chairman and/or Regional chairman if requested.

**Best Practices: Team Members**

(to be shared with team members at training and again just before the visit)

Do:	Don't
<ul style="list-style-type: none"> <li>• Represent the Boy Scouts of America to the best of your ability.</li> <li>• Wear the field uniform properly.</li> <li>• Be knowledgeable about the applicable camp standards.</li> <li>• Understand the purposes of on-site visit.</li> <li>• Be prepared for walking long distances over rough terrain.</li> <li>• Bring your own BSA Annual Health and Medical Record, parts A and B.</li> <li>• Listen, observe &amp; share constructive ideas.</li> <li>• Be a team player—share impressions and concerns with the Team Leader.</li> <li>• Keep careful notes about standards met or situations needing further discussion.</li> <li>• Immediately notify the Team Leader in any situation where there is a serious safety concern.</li> <li>• Think about “best practice” camp program ideas you might share with your council.</li> </ul>	<ul style="list-style-type: none"> <li>• Expect extra hospitality such as overnight accommodation, camp tours before or after the visit, etc.</li> <li>• Disrupt program or distract staff members overseeing campers.</li> <li>• Be disrespectful to anyone.</li> <li>• Criticize camp operations in front of campers or staff.</li> <li>• Be a “white glove inspector”</li> <li>• Discuss how the camp compares to others.</li> <li>• Talk too much or seek too much attention.</li> <li>• Act alone or make decisions without consultation with the Team Leader.</li> <li>• Forget to enjoy the experience of watching summer camp fun and learning.</li> <li>• Discuss the details of the camp assessment later unless requested by the Team Leader.</li> <li>• The Team Leader is the TEAM LEADER he/she is the only one who sends a follow up letter to the Council.</li> </ul>

## SCORING: The Objective Review of Compliance

The first task the assessment team will undertake is scoring whether the camp property or camp is complying with the National Camp Standards, the terms and commitments of its Authorization to Operate, and any variances or waivers. This is an objective review with the goal of treating similarly situated camps similarly. Careful adherence to the standards, interpretation, and verification provisions is needed.

**Assessment:** The team will be guided by the score sheet, which will list the standards and recommended practices and the authorization terms, conditions, and commitments applicable to the camp property or camp. The team will also need to ask the camp representatives whether any variances or waivers have been granted since the authorization.

**Scoring Options:** The following scoring options are available for scoring standards, recommended practices, variances, and waivers. Authorization terms, conditions, and commitments, if the authorization has been issued, are scored the same way.

### **Passing Scores**

**Compliant:** A standard, authorization term, conditions, or commitment, variance, or waiver is scored as “compliant” if the facility meets the terms and intent of the standard, authorization term, conditions, or commitment, variance, or waiver.

**Deviation:** A standard, authorization term, conditions, or commitment, variance, or waiver is scored as a deviation if the exact terms are not met, but the camp has substantially met the intent of the standard, authorization term, conditions, or commitment, variance, or waiver with adequate levels of safety and quality. Deviations are not failures, and may be appropriate where the camp has incidentally missed an item. If other aspects suggest the program or operation is in good shape, the staff should not feel penalized for an incidental deviation. An example might be one temperature chart had not been kept current and the food service staff did not appear to be fully aware of the importance of these charts. Multiple instances, suggesting a systemic problem, must be scored noncompliant. The score sheet will reflect the nature of the deviation and any comments from the team on how the deviation could be remedied.

### **Failing scores**

**Noncompliant:** A standard, authorization term, conditions, or commitment, variance, or waiver is scored as “noncompliant” if the facility does not meet the requirement and does not meet the criteria for a deviation (discussed above). The score sheet should reflect the nature of the noncompliance and any comments from the Camp Assessment Team on how the noncompliance could be remedied.

### **Other**

**Not Applicable:** A standard is scored as “not applicable” if it does not apply to the camp property or camp program. A standard that is “not applicable” does not affect accreditation status.

## **Examples**

This section provides guidance on frequently asked questions concerning whether a practice that does not conform to a standard constitutes a noncompliant (failing) or a deviation (passing) score.

- Failure to have a required certification (e.g., National Camping School card, approved lifeguard status, etc.), or an approved alternate (listed in the standard, authorization, or a variance or waiver) warrants a noncompliant finding.
- Failure to meet an age standard, without a waiver, is a noncompliant finding.
- A single instance of not having a first-aid kit prominently marked in an otherwise well-marked camp is at most a deviation.
- Failure to have a certificate of insurance, when other proof of insurance is available, is a deviation.
- Minor changes from the approved training plan, but where the material elements were met, is a deviation.

Any standard, authorization term, conditions, or commitment, variance, or waiver that is not met at the time of visit, but which is corrected during the visit to the satisfaction of the team, should be scored as a deviation and not as noncompliant. This is to assist the National Council in tracking standards of concern and the local council in reviewing its camp procedures to ensure that the issue is not repeated in the future.

***Scoring Recommended Practices.*** The following scoring options are available for scoring recommended practices:

- Compliant
- Not applicable

A recommended practice is either met or it is not. The camp's authorization will identify the recommended practices that the camp has stated it will meet. In addition, the camp may meet additional recommended practices.

## **The Wrap-Up Meeting**

### **The Subjective Review and Discussion**

The second part of the onsite camp visit includes a review meeting at the end of the camp tour. This is an important part of the process and includes both a narrative review of how well the camp is delivering **“Scouting’s Promise to Youth”** and recommendations for possible improvement. This part of the review is more subjective and is where the Team should do its best to provide constructive comments to improve the camp's program. The team should remember that it has seen the camp and its program only briefly and should couch its recommendations in a respectful, helpful tone. It is important for the Camp Assessment Team to recognize that the narrative and recommendations are there to be considered and acted upon by the camp staff and local Council. A camp or Council's disagreement concerning a recommendation is not a basis for denying or conditioning accreditation. **A camp's accreditation status is determined solely by the objective scoring portion of the assessment.**

The narrative assessment should address the following:

1. How well the program delivers the promise included in its written descriptive materials, advertising, and leaders' guide
2. How well the camp is implementing the Continuous Camp Improvement Program
3. How well the program delivers "**Scouting's Promise to Youth**" to participants

In order to prepare for the discussion, the Team should review written descriptive materials, such as the camp's website (if any) and leaders' guide (if any). Any divergence between the described program and the delivered program should be noted to assist the Council in ensuring that it is delivering on the promises it made. Similarly, it is appropriate for the team to note whether, in the team's view, the camp is delivering "**Scouting's Promise to Youth**" to its participants. If the team concludes that there may be an issue, concrete examples of specific problems should be identified for the Council's consideration. Careful, constructive comments that are respectful of the Council's and staff's role as the primary developers of the camp program are likely to be thoughtfully received.

The narrative should also review the camp's implementation of the Continuous Camp Improvement Program. The description should include a note of the results of the prior year program, number of goals selected, some representative goals, how they are being tracked, and whether the camp seems to have integrated continuous improvement into its program or if additional support may be needed.

## The Recommendations

The recommendations should address the following:

1. Specific recommendations for improving the quality of the existing programs and activities
2. Specific recommendations for improving the quality of facilities provided
3. Recommendations for improved program design or additional programs or activities that would enhance the camp program

This part of the assessment is where the Camp Assessment Team can provide recommendations to the camp on how to improve its program based on the team's experience and knowledge. Recommendations should be constructive and made in the spirit of improving the particular camp's programs in light of the physical and other restrictions imposed by its environment. Recommendations should be made with the knowledge that it is the camp and Council's role to decide whether they should be implemented, and not the team's role. The team's role is to provide a third-party review to assist the Council in implementing its program. Careful, constructive comments will likely be well received.

## Camp Response to Noncompliant and Deviation Findings

The purpose of the National Camp Standards and National Camp Accreditation Program is to ensure that all youth receive a safe, high-quality camping experience and that the quality and safety of the experience continuously improves. Findings of "noncompliant" reflect a departure from the standard established by the BSA for a Scout facility and must be promptly redressed. Findings of "deviation"

reflect a weakness in meeting the standard that should be addressed prior to the next season. This section discusses the camp team's options upon making a finding of noncompliant or deviation.

***Noncompliant finding:*** If the Camp Assessment Team finds a standard that is scored “noncompliant,” the Team Leader shall promptly notify the Camp Director and Scout Executive or designee. The Team Leader should encourage the camp to correct the noncompliant finding before the team completes its review. If the noncompliant finding is remedied to the Camp Assessment Team's satisfaction, the standard should be scored as a “deviation” and the issue noted in the score sheet. If the noncompliant finding cannot be remedied to the Camp Assessment Team's satisfaction, the Area Camp Assessment Chair should be notified, and a corrective action plan or plan schedule drawn up to address the noncompliant finding as expeditiously as possible. If the corrective action plan can be completed promptly, the camp will be conditionally accredited while the corrective action plan is in place and the camp cannot be restored to accredited status until it demonstrates that it has completed the corrective action plan to the Area Camp Assessment Chair's satisfaction. The report of the successful implementation of the corrective action plan shall be submitted in accordance with the schedule developed in conjunction with the Area Camp Assessment Chair, and in no event later than the declaration of readiness for the following season.

In the rare event the Camp Assessment Team finds a situation that constitutes an imminent danger to life or health, the Team Leader should close that activity or area in consultation with the Camp Director and Council leadership. The Area Director and Area Camp Assessment Chair shall be notified immediately. If there is disagreement, the Area Director and Area Camp Assessment Chair will provide leadership. A camp in this situation must immediately resolve the situation to the satisfaction of the Area Director in accordance with the terms and time schedule set forth in a corrective action plan developed in consultation with the Area Director and Area Camp Assessment Chair. The report of the successful implementation of the corrective action plan shall be submitted in accordance with the schedule developed in conjunction with the Area Camp Assessment Chair.

***Deviation finding:*** A camp that receives a deviation is on notice that there is a weakness in its program. The camp should correct the deviation prior to the start of the next camping season. Second and subsequent deviations for the same standard may be scored as a noncompliant at the discretion of the team. The report of the successful implementation of the corrective action plan shall be submitted in accordance with the schedule developed in conjunction with the Area Camp Assessment Chair.

If a camp exceeds 20 percent deviation findings in any assessment, then the camp must prepare a timely corrective action plan and submit it to the Area Camp Assessment Chair. If the corrective action plan can be completed promptly, the camp will be conditionally accredited while the plan is in place, but may be restored to accredited status upon demonstrating that it has completed the plan to the Area Camp Assessment Chair's satisfaction. The report of the successful implementation of the corrective action plan must be submitted no later than the Declaration of Readiness for the subsequent year.



## Compiling Score Sheet Notations

The Team Leader is responsible for completing the final scoring summary (Part I of the score sheet) and compiling accompanying notations (Part II).

Part II provides a brief review of how well the camp delivers its promised program and includes recommendations for possible improvements. This part of the process is more subjective and is where the Team should do its best to provide constructive comments to improve the program. (Note that a camp's accreditation status is determined solely by the scoring. A camp or Council's disagreement concerning a recommendation is not a basis for denying or conditioning accreditation.)

The notations in Part II may be presented in bullet or outline form. They are not intended to substitute for the comprehensive letter (see below). Instead, they should briefly indicate areas of discussion at the debriefing and pave the way for the more detailed narrative in the letter.

The assessment notations (and, later, the letter) should

- Provide an overview of how well:
  1. The program delivers the promise in its written descriptive materials, advertising, and leaders' guide
  2. The camp is implementing the Continuous Camp Improvement Program
  3. The program delivers the promise of Scouting to participants
- Clarify reasons for scores of deviation or noncompliant, providing:
  1. Standards number references, with notes on how/why the standard was not fully met
  2. Indication of corrective action needed, with reference to written plans as appropriate (corrective action plans — or procedures for developing such plans — should be attached)
- Summarize recommendations for improving:
  1. The quality of the existing programs and activities
  2. The quality of facilities
  3. Program design or additional programs or activities to enhance the camp program

## Collaborative Decision-Making

Members of the team are responsible for consulting with the Team Leader about any instance of noncompliance, and should **contact the Team Leader immediately in any situation in which health or safety appears to be at risk.**

The Team Leader is responsible for contacting the Area Camp Assessment Chair and/or Area Director in any case where serious issues occur. A (rare) decision to close a camp or a program element should be made only in consultation with Area and Council officials.

The accreditation decision is based upon the results of the scoring of the standards, Authorization to Operate, and any variances or waivers.

## **Camp Accreditation**

The accreditation decision is based upon the results of the scoring of the standards, authorization terms and commitments, variances, and waivers.

### **Accredited**

A camp is accredited if it meets all of the following conditions:

1. All applicable standards are scored “compliant” or “deviation.”
2. If issued, all terms, conditions, and commitments of the Authorization to Operate listed on the score sheet are scored “compliant” or “deviation.”
3. The conditions of any variance or waiver are scored “compliant” or “deviation.” The team should review any waivers to ensure they do not specify conditional accreditation.
4. Twenty percent or fewer of the total scores are “deviations.”

If these conditions are met, the camp is accredited, and the Team should present the accreditation certificate and pennant in an appropriate fashion.

### **Conditionally Accredited**

A camp is conditionally accredited if any of the following conditions are met:

1. Any applicable standard is scored “noncompliant.”
2. If issued, any terms, conditions, and commitments of the Authorization to Operate listed on the score sheet are scored “noncompliant.”
3. The conditions of any waiver state that the camp must be “conditionally accredited,” which may occur if the waiver addresses a substantial deficiency.
4. The conditions of any variance or waiver are scored “noncompliant.”
5. More than 20 percent of the total scores are “deviations.”

As noted under the subsection “Camp Response to Noncompliant and Deviation Findings,” if the camp corrects a noncompliant finding while the team is present, the finding should be scored as a deviation and not noncompliant. If this is not possible, but the findings are relatively minor and the camp’s program and corrective action plan is strong, the team may request that the Area Camp Assessment Chair obtain a waiver of mandatory conditional accreditation from the Region Camp Assessment Coordinator or designee. If the waiver is granted, the camp may be accredited.

As discussed above in “Camp Response to Noncompliant and Deviation Findings,” the Council and camp leadership should develop a corrective action plan with the Camp Assessment Team to correct any noncompliant findings or excessive number of deviations. Most non-compliant findings should be addressed within a week or two, unless the Council demonstrates that more time is needed, and the additional time will not adversely affect the health and safety of the campers or result in an unacceptable level of program delivery. If a mutually agreed schedule cannot be developed while the team is on-site, the team should consult with Area leadership. Once the schedule is established, or upon direction from Area leadership granting more time to develop the corrective action plan, conditionally accredited credentials should be granted.

A camp may terminate its conditionally accredited status by submitting to the Area Camp Assessment Chair proof of completion of its corrective action plan. The Area Camp Assessment Chair will schedule a re-assessment, if necessary, to restore accredited status, restore accredited status without a re-assessment, or deny the request.

## **Denial of Accreditation**

A camp may be denied accreditation if:

1. Any applicable standard, term, or commitment of its Authorization to Operate on its score sheet, or the conditions of any variance or waiver is scored “noncompliant”; and
2. Either
  - A. the camp is already conditionally accredited; or
  - B. the camp poses an imminent danger to life or health, and this danger cannot be eliminated by closing parts of the camp or program.

If the Camp Assessment Team believes that denial of accreditation may be appropriate, it must consult immediately with Area leadership. Area leadership will work with Council leadership to develop a corrective action plan to restore either conditionally accredited or fully accredited status.

A camp that is denied accreditation is not required to close during its current season, unless there is imminent danger to life or health, but it may not reopen the following season using the name, trademarks, or trade dress of the Boy Scouts of America without approval from the Area and Region.

Any denial of accreditation is subject to automatic review by the Regional Camp Accreditation Committee.

## **Request for Review of Authorization**

If a Camp Assessment Team determines that there are pervasive problems at a camp that draw into question whether its program delivers the promise of Scouting or may injure the Scouting brand, whether or not the camp meets the criteria for accreditation or conditional accreditation, the Camp Assessment Team shall document those findings in the narrative and request that the Region review the authorization. **A Camp Assessment Team is not authorized to issue a conditional accreditation or denial of accreditation unless the conditions outlined in the section on “Camp Accreditation” are met.**

## **Multiple Programs at the Same Camp Property**

Some Councils operate multiple camps/programs simultaneously on large Scout reservations. In this case, each camp must be assessed as a standalone entity and requires a separate score sheet and report. However, some Councils operate multiple camp programs consecutively at the same property. For example, a camp property is used for a Boy Scout resident camp for four weeks followed immediately by a Cub Scout resident camp for one or two weeks. In general, each of these programs needs a separate assessment including score sheet. However, if the two camps share essentially the same staff and use essentially the same facilities, the Area Camp Assessment Chair has the discretion to determine that a full assessment of the second camp is not necessary but that a

shortened review may be conducted. For example, only the different program elements and areas need to be observed and scored, carrying forward all of the previously scored staffing and facilities items from the original visit. If, however the second camp is using a different staff, then all of the applicable standards must be revisited. In the case of Council assessed day/family camps, the Council NCAP Chair may determine that although the camps are offered at different locations since they share a common staff and program they do not require a full separate assessment. However, in this case, the Council must have a process for ensuring that each program location is assessed for health and safety.

## Submitting the Score Sheets

At the conclusion of the on-site visit, the Team Leader should finalize both parts of the NCAP score sheet and submit it electronically at NCAP@scouting.org. Separate COPE and climbing score sheets are not required as their results are included in the main score sheet. (exception is if the COPE program is a stand-alone camp). Where several distinct camps are operated on the same property and assessed separately, separate score sheets for each must be submitted. When possible, the Camp Director may assist in submitting the score sheet(s) before the team leaves camp. Otherwise, the Team Leader must submit the score sheet(s) electronically within 48 hours.

The NCAP score sheet (Parts I and II) should also be emailed to (or electronically accessible to) the Area Camp Assessment Chair, the Area Director, the Regional Assessment Chair at their request. The Team Leader and the Camp Director should each keep a copy.

## Follow-up Communication

### Comprehensive Assessment Letter

A thoughtful, comprehensive follow-up letter from the Team Leader to the Council provides valuable feedback to help the Council's board of directors recognize the Council's camping strengths and challenges and to provide support for improvement.

The Team Leader should prepare the required letter based on the findings and recommendations of team members, including COPE, climbing, and high-adventure specialists. It should be sent to the Council within a week of the camp assessment if possible. In the case of multiple camps, the letter may combine sections for each camp and may be sent following the final assessment. The letter should be addressed to the Council President, with copies to the Scout Executive, and the Area Camp Assessment Chair. The letter may be sent electronically. The Area is responsible for providing all needed addresses to the Team Leader.

The letter should point out positive findings and possible improvements. If there are unmet standards, these must all be addressed. Deficiencies must be stated, and written, time-based action plans for correcting deficiencies must be referenced, included or attached. **See NCAP Resources Page at the end of this document for additional suggestions regarding the makeup of the letter.**

# Evaluation of the Area Camp Assessment Process

- Each Camp Director will be asked to complete a survey evaluating the team's visit.
- The Team Leader will evaluate each team member, advise the Area Camp Assessment Chair of any concerns, and recommend any to be considered as future Team Leaders.
- The Area chair will evaluate each Team Leader for his/her potential use in the future.
- Evaluations of Team Leaders and team members are shared with the Regional Camp Accreditation Committee.

## Re-opening and Revocation of the Accreditation or Authorization

### Revocation of Accreditation

A camp that has been conditionally accredited and fails to comply with the terms of the conditional accreditation may have its accreditation status revoked at any time by the Area President, Area Director, and Area Vice-President of Program or by the Regional Camp Accreditation Committee. The Area or Region will provide written notice of such revocation.

A camp that has been conditionally accredited for three years in a row, regardless of the reason, may have its accreditation status revoked at any time by the Area President, Area Director, and Area Vice-President of Outdoor Adventure or by the Regional Camp Accreditation Committee. The Area or Region will provide written notice of such revocation.

Appeal of any such revocation shall be to the Regional Camp Accreditation Committee.

Accreditation is automatically lost if the Council loses its charter as a local Council of the Boy Scouts of America. Automatic loss of accreditation in this circumstance is not appealable under NCAP.

## Appeals Procedure

***Informal resolution of a camp assessment disagreement.*** If a Council disagrees with the decision of the Camp Assessment Team, it should contact the Area Camp Assessment Chair for informal resolution. If informal resolution is not successful, an appeal should be filed.

***Appeal of a Camp Assessment Team accreditation decision.*** An appeal of a Camp Assessment Team accreditation decision must be filed in writing with the Area Director within two weeks of the camp assessment and should set forth the basis for the Council's argument for why the findings of the Camp Assessment Team should be set aside or its accreditation decision changed. The appeal will be decided by the Area President, Area Director, and Area Vice-President of Outdoor Adventure after consultation with the Area Camp Assessment Chair or, at the Area's discretion, the appeal may be referred to the Regional Camp Accreditation Committee. The Area or Region, as appropriate, will determine whether any additional conference or submittals are needed and will communicate its decision to the Council and the Area Camp Assessment Chair.

***Appeal of an Area accreditation decision to the Region.*** If the Area President, Area Director, and Area Vice-President of Outdoor Adventure uphold the action of a Camp Assessment Team to conditionally accredit or the Area determines to revoke an accreditation, this action may be appealed to the Regional Camp Accreditation Committee. The appeal must be filed in writing with the Area Director within two weeks of the decision of the area and should set forth the basis for the Council's argument for why the decision of the Area should be set aside or its accreditation decision changed.

***Appeal of an accreditation decision referred to the Region.*** If a panel of the Regional Camp Accreditation Committee upholds a Camp Assessment Team action conditionally accrediting a camp upon referral from the Area, or if a panel of the Regional Camp Accreditation Committee reopens, conditions, or revokes an Authorization to Operate, this action may be appealed to the Regional Camp Accreditation Committee. An appeal to the Regional Camp Accreditation Committee must be filed in writing with the Area Director within two weeks of the initial decision and should set forth the basis for the Council's argument for why the findings of the Region should be set aside or its accreditation decision changed. The appeals will be heard by a different panel of the Regional Camp Accreditation Committee.

***Discretionary review of the decision of the Regional Camp Accreditation Committee.*** The decision of the Regional Camp Accreditation Committee is final unless a discretionary review by the Regional Board is allowed by the Region Director or Region President. There is no appeal from the decision of the Regional Board.

## **NCAP Resources**

### **Suggestions for the management letter to councils:**

The letter should include adaptations of the following sections, written to fit the camp/Council situation:

#### **1. Introductory thanks, congratulations, and recap of assessment date, visitors, etc.**

*Example:* "Congratulations to \_\_\_ Council and Camp \_\_\_ on attaining 20xx camp accreditation. On \_\_\_, 20xx, A Camp Assessment Team from Area \_\_\_ of the \_\_\_ Region observed the outstanding camp program and praiseworthy attention to safety, facilities, and procedures.

The Area assessment team (composed of \_\_\_, \_\_\_, \_\_\_, \_\_\_, and \_\_\_) was joined by Council representatives \_\_\_, \_\_\_, and \_\_\_."

*Example:* "On behalf of Area \_\_\_ of the \_\_\_ Region, I commend the \_\_\_ Council on its successful camp programs this summer. I had the pleasure of being the Team Leader for assessments at \_\_\_ on \_\_\_, \_\_\_ on \_\_\_, and \_\_\_ on \_\_\_ and found all to be "delivering the promise" of dynamic outdoor Scouting adventure. ..."

[If more than one camp was assessed, present a section for each camp, identifying team members and Council representatives present at each assessment and continuing with the outline below for each.]

## **2. General positive impressions and highlights**

*Example:* “Overall, the camp assessors were pleased with what they saw: a safe environment and excellent staff, program, and food—all of the elements essential for success. ...”

*Example:* “I am happy to report that no standards were missed, and Camp \_\_\_\_ was awarded BSA national accreditation. The visionary and hard-working volunteers, camp staff, and professional team of \_\_\_\_\_ Council are to be saluted for this achievement. The evidence of your focus on continuing improvement was evident throughout the camp.”

*Example:* “Improvements to camp facilities were notable. A new Scoutcraft pavilion, a transformed campfire assembly area, and redesign of the shooting sports area all contributed to the positive experience of Scouts at Camp \_\_\_\_ this summer. ...”

*Example:* “\_High Adventure Camp not only provides exciting and dynamic programming, but also uses state-of-the-art procedures related to health and safety. Notably, the camp ...”

## **3. Any unusual circumstances**

*Example:* “Two days before our visit, there was significant flooding at the camp and surrounding areas. While the flooding did not cause the cancellation of camp, it did impact some programming. Staff members showed outstanding leadership as they responded to the flooding by changing program locales and adapting activities to minimize safety concerns.”

## **4. Overview of how well the camp is meeting its commitments, delivering its promises**

*Example:* “Visiting Camp \_\_\_\_ showed our team members exactly how a Council’s promotional promise of dynamic program can be brought to life. As a Scoutmaster said, ‘For these kids, it’s a “dream-to-reality” experience.’ ...”

*Example:* “We commend Camp \_\_\_\_ for following through so well on its commitments to continuous camp improvement. We saw substantial evidence of ...”

*Example:* “Camp \_\_\_\_ is making steady progress in improving both program and facilities. Areas in which we saw notable enhancement or upgrading included ... As we discussed at the time of the on-site assessment, camp and council leaders are aware of the need for added attention to ...”

[This part of the narrative should also review the camp’s implementation of the Continuous Camp Improvement Program. The description should include a note of the results of the prior year program (not applicable during the first year), number of goals selected, some representative goals, how they are being tracked, and whether the camp seems to have integrated continuous improvement into its program or if additional support may be needed.]

## **5. Review of standards not met plus corrective action for deficiencies**

*Example:* “Camp \_\_\_\_ initially met all except one of the required standards for Boy Scout resident camps and met all of the recommended practices identified as commitments in its authorization. The camp was initially deficient in meeting Standard HS-510 (First-Aid Kits) in that first-aid kits were not identifiable/ accessible at the handicraft and archery areas. The agreement with camp staff was that easily identifiable, accessible, appropriately stocked first-aid kits would be supplied to those

areas before the end of the visit. They were in place by that time, and the standard was scored as a deviation (passing). The final scoring showed that all standards were met.”

*Example:* “After consultation with the Area Camp Assessment Chair and Area Director, the Camp Assessment Team Leader and the Council Scout executive made the decision to suspend the archery program until physical improvements can be made to better ensure the safety of participants. A preliminary, signed statement of agreed-upon improvements is attached, with the understanding that the detailed plan will be developed using BSA resources and will be implemented within two weeks so that the area can reopen as soon as possible. Representatives of the team have agreed to return to camp to look at the redesign.”

## **6. Notes from supplementary camp programs such as Cope or climbing**

*Example:* “Camp \_\_\_\_ now features a mobile climbing tower that can be raised and lowered each time a particular training session is planned. Staff members were clearly familiar with the operation of the tower and were overseeing safe and challenging climbing experiences for the Scouts we observed. All applicable climbing standards were met. ...”

## **7. Recommendations**

*Example:* “There are several minor physical improvements that the team recommends:

- The ramps leading into the dining hall could use railings—the height is enough to cause injury if a Scout was accidentally bumped off the edge.
- On the rifle range, Scouts were struggling with paper targets blowing in the wind—a second 2 x 6 across the target line would allow the targets to be secured.
- The handicraft area was popular, especially for basket-making—it would be enhanced by providing running water needed in the process....”

*Example:* “While there are no serious issues to address, I would like to share a few observations and suggestions from the team that might help to aid these great programs to become even better....”

## **8. Closing**

*Example:* “Camp \_\_\_\_ remains a premier summer camp destination, thanks to its quality and variety of program, its well-maintained facilities, and the outstanding caliber of its leadership and staff. The \_\_\_\_ Council has reason to be proud, and should be congratulated.”

*Example:* “It is a pleasure to commend Camp \_\_\_\_ and the \_\_\_\_ Council on the enthusiasm and energy which contribute so greatly to your outstanding camp program. ... On behalf of the area team, I would like to thank all of the staff and council leadership for your generous hospitality and for making it such a pleasure to work with you toward our common goal of camp improvement.”



# Additional NCAP Resources

All resources are available online at [www.scouting.org/NCAP](http://www.scouting.org/NCAP)

- *Introduction to NCAP*
- *NCAP Orientation and Overview (PPT)*
- *Standards-At-a-Glance (Excel Templates)*
- *National Camp Standards, No. 430-056.*
- *Council Implementation Guide, No. 430-073*
- *Area Implementation Guide, No. 430-074*
- *Guide to the Continuous Camp Improvement Program, No. 430-075*
- *Council Application for Authorization to Operate, No. 430-079*
- *Instructions for Council Application for Authorization to Operate, No. 430-080*
- *Intent to Operate (Online – Certain System)*
- *Declaration of Readiness*
- *Application for Authorization (With related instructions and worksheets)*



NATIONAL CAMP  
ACCREDITATION PROGRAM



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