



NATIONAL CAMP ACCREDITATION PROGRAM



Council Implementation Guide



BOY SCOUTS
OF AMERICA





COUNCIL IMPLEMENTATION GUIDE

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**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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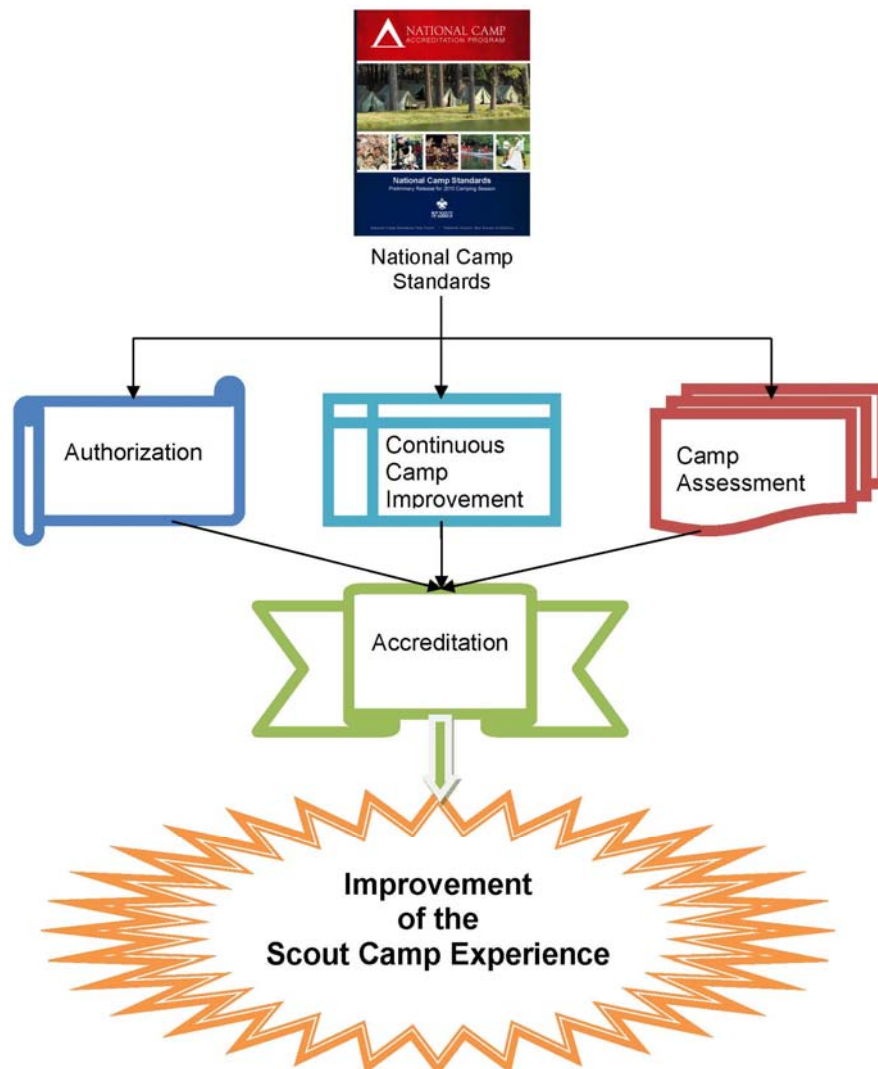
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Introduction to National Camp Accreditation Program

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



Elements of NCAP

NCAP consists of the following elements:

- The **National Camp Standards** are a foundation of NCAP and they 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 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 design and implementation.
- The **Accreditation**, the capstone of NCAP, is awarded by the Area or Council at the conclusion of the camp assessment and it 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 Camp Report** provides the Council, Area, Region, and National 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.

NCAP is a process designed to help Councils, with the assistance of the Area and Region,

to develop safe, high-quality, dynamic, and relevant programs that appeal to youth, encouraging membership growth and retention. In short, the purpose of NCAP is to ensure that we deliver Scouting's "Promise to Youth".

To achieve this purpose, NCAP 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 by thinking strategically about camp improvement while assuring sustainability; and an annual assessment, continuous improvement, and accreditation cycle, where the Council works to continuously improve its program. The Area verifies that the Council is implementing its program as planned and in accordance with the National Camp Standards, provides feedback on strengths and possible improvements, and grants accreditation to deserving programs.

NCAP Multi-Year Cycle

The NCAP Authorization Process starts with the Council submitting an application to its BSA Region. The 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.

As part of the application process, a Camp Strategic Analysis needs to be completed. This detailed set of worksheets was developed by National Council experts to help local Councils assess the impact of year-round camp operations on their budgets; to identify the reasons for low camp use and to develop the means to increase camp attendance; evaluate overall camp program quality; and reduce the burden on the Council budget. Improvement plans (Camp Continuous Improvement Plans or CCIP) are developed as a part of this process and will be included in the Authorization to Operate issued to the Council.

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 to operate under the BSA brands. 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 a term of five years, unless the Region determines there is a basis to revoke the Authorization to operate for failure to comply with NCAP Standards.

In addition, the Authorization to Operate may clarify how specific standards apply to a camp. If questions arise on the application of a standard, the authorization should be consulted to determine if it provides resolution. The Authorization to Operate is binding on both the Council and the Area Camp Assessment

Team. A Council must have an Authorization to Operate and must file both the Intent to Operate and Declaration of Readiness for its camp to be accredited.

NCAP Annual Cycle

The NCAP annual cycle involves the following elements: postcamp/precamp inspection and action plan, Intent to Operate, Declaration of Readiness, developing and implementing the Continuous Camp Improvement Program including measuring annual progress toward this plan, assessment and accreditation, and annual reporting.

The NCAP annual cycle begins with the **Intent to Operate**, which is submitted to National by November 30th. In the Intent to Operate, the Council lists the camps it intends to operate during the next program year. This may include Day Camps, Family Camps, Resident Camps, Trek Camps, Specialty-Adventure, High-Adventure Camps, COPE and/or Climbing Courses, and Camp Properties. The Intent to Operate is used by the Area to coordinate assessments of Resident, Trek, Specialty-Adventure, and High-Adventure camps, and COPE/Climbing courses. The local Council will provide the self-assessment of Day, Family Camps, and Camp Properties not reviewed by the Area.

Examination of properties and facilities is accomplished through the Camp Facilities Evaluation Tool and postcamp/precamp inspections. The Camp Facilities Evaluation Tool provides the Council with the means to objectively “grade” the Council’s camp property from the perspective of a camp customer. The camp action plans need to include input from the facilities evaluation and the property inspections conducted before and after camp.

The **Declaration of Readiness** is filed by May 15. In it, the Council declares that the camp will be ready to open and that it offers a program that meets all of the requirements in the National Camp Standards and the Authorization to Operate. Councils need to include the required documentation. It is recognized that all documentation may not be available at the time this document is submitted, additional paperwork should be submitted 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 assessment. Having this information in advance will allow the assessment 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. 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.

The camp assessment will occur during the first week of camp operation, unless a later date is set by the Area. 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 assessment team will evaluate how well the program design approved in the Authorization to Operate is actually implemented and will make recommendations to the Council on possible improvements. Similarly, the Area Camp Assessment Team Leader will make recommendations on possible improvements in program design, all consistent with Scouting’s commitment to continuously improving its camping program quality. The assessment team will also ensure

that the camp is implementing its annual improvement plan (part of the CCIP) by having goals, metrics, and assessment against the goals.

Finally, the assessment team will issue the full NCAP Standards Score Sheet along with supporting documentation from the assessment (such as a management letter, on-site documents such as the team's Standards-At-a-Glance input sheet, etc.). If there are issues at the camp, the assessment 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 promptly correct the issues will be conditionally accredited. In serious cases, the Area Camp Assessment Team will notify the Area Director and the Area Assessment Chairman of the situation. This may result in a recommendation to the Regional Camp Authorization Chairman for the possibility of reopening or for the revocation of the Authorization to Operate. In cases of imminent threat to life or health, the Area Camp Assessment Team may direct that the program causing such threat 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. Camps that have been conditionally accredited the previous year and continue to have not-compliant standards may be denied accreditation. This may also lead to a Regional review of the Council's Authorization.

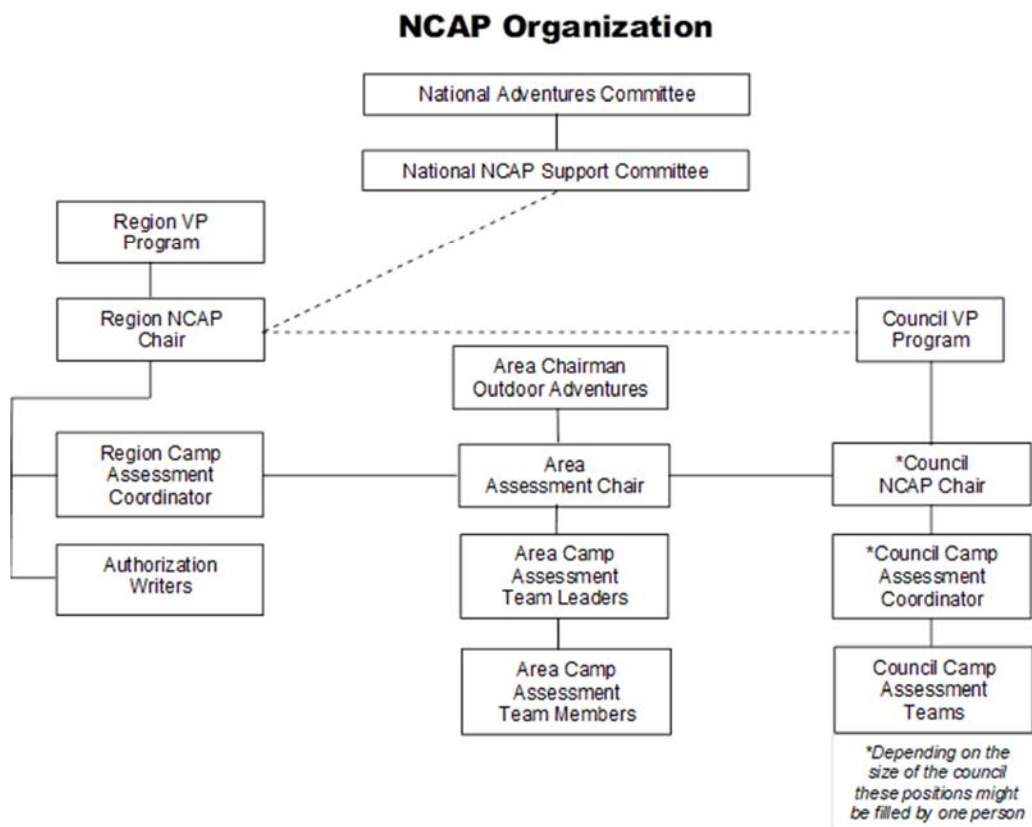
Local Councils will conduct a similar self-assessment process at each Day Camp, Family Camp, camping facilities or portions of camping facilities that are not reviewed by the Area. These NCAP Standards Score Sheets will be forwarded to the National Council.

Each Council is encouraged to appoint a Council Camp Assessment Chair to work with the Area Camp Assessment Chair, to help facilitate Area assessments of resident, trek, and similar camps and to ensure that the Council conducts self-assessments of Day Camp, Family Camps, etc.

Councils are also encouraged to conduct similar assessments on other Council-organized activities under the direction of their Council Camp Assessment Chair with the assistance of the Council Camping and Enterprise Risk Management Committees. These assessments are not reported as part of the NCAP.

At the conclusion of the camping season, the Council will submit its annual **National Camping Report** by September 30th which provides information on its successes and lessons learned. The National Council will design and provide some specific questions to assist in nationwide efforts to improve BSA camping and build its excitement, and relevance for youth.

NCAP Organization and Council Job Descriptions:



Note that the Council communicates directly with the Area and the Region in parts of the NCAP process.

General Qualifications for all Council NCAP Appointments

All Council NCAP volunteer personnel must meet qualifications and will be supplied with job descriptions outlining their appointment and responsibilities.

Uniform requirements for each of the positions described below include the following:

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. Completes Youth Protection training.
4. Meets any special qualifications required for the position.
5. Completes the Annual Health and Medical Record, Parts A and B.

Terms: One year.

Council NCAP Chair

Position Summary: Coordinates and oversees implementation of the Council's camp accreditation process.

Appointment and Support: Appointed by and reports to the Council Vice President of Program or Council Camping Committee Chair. Works with the Scout Executive or his designee as staff adviser. Communicates with and is supported by an Area Camp Assessment Team Lead and the Area Camp Assessment Chair.

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 Accreditation Program.
3. Has completed position-specific training, including online orientation, self-study, and Area camp assessment training.
4. Can use good common-sense judgment in implementing accreditation processes.
5. Has board-level experience in Council operations.

Responsibilities:

1. Takes the lead in explaining and interpreting the National Camp Accreditation Program to the Council.
2. Coordinates long-term strategic planning for camp programs and operations, using the Continuous Camp Improvement Program and its Camp Strategic Improvement Plan.
3. Establishes a detailed plan and time schedule for completion of year-round required tasks.
 - a. Ensures that the Intent to Operate is submitted each fall.
 - b. Oversees preparation of the Application for Authorization, when required.
 - c. Works with the Council Properties and Camping Committees, etc. to assure that the Council completes the fall/spring postcamp/precamp inspections. May provide guidance to these committees to ensure that this information is made available to the Council Executive Board, Council Leadership, and Council Committees to make the needed improvements.
 - d. Ensures that the Camp Facilities Evaluation Tool is completed and that related action plans are developed and implemented by appropriate Council committees or groups.
 - e. Ensures that the Declaration of Readiness is submitted annually by May 15 for each operating summer camp.
4. Develops and oversees a well-prepared group of Council volunteers to assist in self-assessment and preparations for accreditation.
 - a. Recruits and supports volunteers to participate in the Council's self-assessment of camps.
 - b. Selects and appoints assistant chairs, team leaders, and administrative assistants as needed.

- c. Provides guidance and assistance in training volunteers for on-site assessment.
- d. Ensures that self-assessment records are maintained, analyzed, and submitted as appropriate.
- 5. Supports the Area's Assessment of Council camps.
 - a. Assists the Camp Director in understanding assessment process and in preparing to meet the standards.
 - b. Arranges for a team of key Council board members and Scouters to be present for the Area on-site assessment at each camp.
- 6. Analyzes camp operations and provides periodic updates to the Council Executive Board.
- 7. Supports Area Assessment of other Council camps.
 - a. Works with the Council to identify potential camp assessors and COPE inspectors who will be approved by the Scout Executive and submitted to Area Assessment Team Chairman for participating in Area Assessment of other Councils' camps. The Council NCAP Chair will follow up and encourage the council appointed camp assessors and COPE inspectors to participate in the Area Camp Assessment Training in the spring.

Council Camp Assessment Coordinator

Note: this position may be combined with Council NCAP Chair

Position Summary: Coordinates and oversees the Council's camp self-assessment process.

Appointment and Support: Appointed by and reports to the Council NCAP Chair. Works with designated Council staff as adviser.

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 standards and assessment processes of NCAP.
- 3. Has completed position-specific training, including online orientation, self-study, and Area camp assessment training.
- 4. Can use good common-sense judgment in implementing assessment processes.

Responsibilities:

- 1. Takes the lead in explaining and interpreting NCAP applicable standards and assessment processes to Council personnel.
- 2. Develops and oversees a well-prepared group of volunteers to conduct on-site assessments and preparations for accreditation.
 - a. Recruits and supports volunteers to participate in the Council's self-assessment of camps.
 - b. Selects and appoints assistant chairs, team leaders, and administrative assistants as needed.
 - c. Ensures that all assessors participate in online orientation and self-study.

- d. Conducts formal training for assessment team members, using information and approaches from the Area's in-person training for Council self-assessment chairs. Receives training at the Area Camp Assessment Training – Day Camps / Family Camps session in the spring.
3. Organizes and oversees the Council's self-assessment of Council Day Camps and Family Camps, as well as any other camp program the Council chooses to assess.
 - a. Schedules on-site assessments.
 - b. Assigns the members of the team assessing each camp, seeking unbiased evaluation.
4. Maintains, analyzes, and submits Council assessment records as appropriate.

The Council's Role in NCAP

The Council plays an important role in implementation of NCAP and the goal of improving the quality of the program received by Scouting's youth in outdoor programs. The role may be summarized as follows:

Implementing a dynamic, relevant, high-quality, and safe outdoor program for Scouting:

The first, and most important, duty the Council has is to implement a dynamic, relevant, high-quality, and safe outdoor program for its youth. This is typically done by providing a safe, exciting, and high-quality Council-sponsored camping program, either at the Council's own facilities or by making arrangements with others, including other Councils, to provide such programs to the Council's units. If a Council chooses to operate its own camping facilities, the Council is required to complete the steps in the NCAP process as outlined above. It is then the responsibility of the Council to operate its camps in accordance with the National Camp Standards and its Authorization to Operate.

Implementing the self-assessment process for Council day and Family Camps and Camp properties or portions of camp properties not assessed by the Area:

The second major responsibility of the Council is to conduct a self-assessment of its Council Day and Family Camps and for camp properties that are not assessed by the Area as part of its NCAP responsibilities. This process involves selecting knowledgeable individuals to review camp facilities and operations, training them in NCAP assessment techniques, conducting a thorough assessment, submitting the assessment report to the Council and to the National Office, and then reviewing the assessment report and striving to continuously improve the safety and quality of Day and Family Camp programs and camp properties.

Implementing the Continuous Camp Improvement Program at its Camps:

As part of Scouting's commitment to "elevate camps to new levels of excellence in delivering Scouting's Promise to youth," NCAP has developed a Continuous Camp Improvement Program (CCIP) to assist Councils in taking concrete steps to improve all areas of camp operations. Each Council operating a camp program (Day, Family, Resident, Trek, Specialty-Adventure, High-Adventure, COPE/Climbing) will be required to engage in this process and to survey its

stakeholders, to the extent feasible, to assist in improving the camp experience.

Participating in NCAP at the Area level:

The local Council also has a critical role in making the Area assessment program for Resident, Trek, Specialty-Adventure, High-Adventure Camps, and stand-alone COPE / Climbing courses a success. This role is fulfilled in part by nominating high-quality individuals to represent the Council on the Area Camp Assessment Teams. Also crucial to success is ensuring that Council personnel responsible for camp administration, National Camp Standards, application and authorization, assessment, and continuous camp improvement are properly trained and familiar with NCAP processes and procedures.

Council NCAP specific responsibilities:

What	Who	How	When: (A) Annual (M) Multi-year
1) Council NCAP team organization meeting	Council NCAP Chair and designated volunteers & staff	Participate in NCAP orientation.	Fall (A)
2) File Intent to Operate Camp(s).	Council staff with Council NCAP Chair	Submit to National	By November 30 (A)
3) Conduct postcamp inspection.	Camping committee (or designated group)	Use the <i>Postcamp/Precamp Inspection Checklist</i> .	Fall (A)
4) Recommend and approve volunteers for Area assessment teams.	Council NCAP Chair, Scout Executive	Chair recommends, recruits; SE submits list to Area NCAP Chair.	December (A)
5) Annual NCAP Assessment Training.	Council NCAP Chair and designated volunteers; designated staff	Participate in webinar and Area assessment training.	Spring (A)
6) Train Council self-assessment teams for Day/Family camps.	Council camp assessment coordinator with Council NCAP Chair	Follow designated procedures.	Spring (A)
7) Conduct camp facilities evaluation and precamp inspection.	Camping committee (or designated group)	Use the <i>Postcamp/Precamp Inspection Checklist</i> .	Spring (A)
8) File Declaration of Readiness.	Scout Executive and Camping Committee Chair with Camp Director	Supply to Area Assessment Team Leader	By May 15 (A)
9) Participate in a precamp conference with Area Assessment Team Leader.	Council NCAP Chair, Camp Director, Scout Executive, Council Executive Board members.	As arranged with the Area Assessment Team Leader	Late Spring (A)
10) Support Area assessment of camps.	Council NCAP Chair; Council and camp staff	Follow designated procedures	Summer (A)
11) Conduct Council self-assessment of Day & Family camps, and camp properties or areas of properties not part of the Area Camp assessment	Council camp assessment coordinator and teams	Submit to National (ncap@scouting.org)	Summer (A)

12) Prepare assessment report for Council Executive Board.	All stakeholders	Present to Council Leadership (Board, Council Committees, etc.)	Fall (A)
13) Submit annual National Camping Report	Council professional staff	Submit to National	By September 30 (A)
14) Complete application for multi-year Authorization to Operate (with analysis and commitments).	Council NCAP Chair, Scout Executive, Council leadership	Follow National supplied guidelines and return all completed documents to National (ncap@scouting.org)	By April 30 of designated year (M) *
15) For the Authorization Process, complete Council Sustainability Commitment.	Scout Executive, Council NCAP Chair, Council leadership	Complete workbook and submit improvement plan.	Fall of designated year (M)
16) Complete an Interim Report in the 3 rd year of the Authorization cycle.	Scout Executive, Council NCAP Chair, Council leadership	Follow National supplied guidelines and return all documents to National (ncap@scouting.org)	By March 1
* For the Multi-Year Authorization Process, Councils will receive notification with instructions from National in the fall prior to the April 30 due date.			
Note: The Postcamp/Precamp Inspection Checklist should be used with the Camp Facilities Evaluation Tool. Councils will use these tools to conduct a comprehensive study of its properties and facilities as a part of the application processes.			
Standards-At-a-Glance are available for use by the Council and by the Area to help simplify the assessment process and for recording comments while conducting the local Council or Area assessment. For the Area assessment, the Camp Director should edit the document to eliminate programs not being conducted at the camp to assist the Area team. For the local Council assessment, the same type of document editing should be done by the Day or Family Camp Director.			

Council Annual Process

Recruiting and Training Council NCAP Leaders

Careful recruitment and training of Council NCAP personnel are keys to success. Review the job descriptions for the Council NCAP Chair and the Council Camp Assessment Chair. The leadership of these key individuals will be crucial. In a small Council, one person may fulfill the responsibilities of both positions. However, it is essential that the responsibilities of the two roles be understood by those taking the job and those working with them. NCAP provides for volunteers to be active planners and decision-makers throughout the accreditation process.

Training for NCAP volunteers including Council personnel is provided through various methods including Area NCAP training events, as well as National BSA on-line presentations.

The Council NCAP Chair has the major responsibility for keeping Council volunteers informed about NCAP purposes and processes. The Scout Executive and staff members provide support for that effort. The Council NCAP Chair meets frequently with Council staff responsible for camp operations.









The Council NCAP Chair should actively identify and recruit individuals to be part of Area assessment teams. The Council NCAP Chair should help to build awareness of the importance of the camp assessment role and should present nominees to the Scout Executive in a timely fashion so that the Scout Executive can submit the approved list to the Area on time.

Supporting the Area Accreditation Process

Understanding the Standards

NCAP standards are numbered and organized by category:

- PD-1xx—Program Design
- PS-2xx—Program Specific
- PT-3xx—Trek Camp
- SQ-4xx—Staff Qualification and Training
- HS-5xx—Health and Safety
- FS-6xx—Commissary and Food Service
- FA-7xx—Facilities
- AO-8xx—Administration and Operational Management

PD-111	NEW PROGRAMS AND ACTIVITIES
	(Revised January 1, 2013)
STANDARD: When a camp develops a new activity not addressed by these standards, it must develop the program following the guidelines in the BSA's Guide to Safe Scouting, Youth Protection policies, program hazard analysis process, and age-appropriate guidelines.	Applies to:        
Specific Requirements of the Standard: A. Written procedures set forth criteria for success, staff skill levels and training, safety considerations and procedures, equipment required, needed property support, and site-specific considerations. B. If the risk assessment for the new activity, before controls are developed in the risk management process, is classified as IA, IB, IC, ID, IIA, IIB, IIC, IID, IIA, IIB, or IIC on the Risk Assessment Chart in Program Hazard Analysis, No. 690-009, the council will submit an Application for Authorization to Operate and receive an Authorization to Operate for the new activity prior to commencing the new activity.	
INTERPRETATION: Camp leadership is actively encouraged to create new, exciting, and dynamic nontraditional camp activities. Care must be exercised to ensure maximum camper and staff safety, securing necessary certificates and training (as needed), and should include procedures for care of equipment and grounds. The BSA's program hazard analysis process is available at: http://scouting.org/filestore/pdf/690-009.pdf . The Program Hazard Narrative Form is at: http://scouting.org/filestore/HealthSafety/doc/Narrative.doc . The Program Hazard Analysis Chart is at: http://scouting.org/filestore/HealthSafety/doc/ProgHazAn.doc .	
VERIFICATION: <ul style="list-style-type: none"> • Observation of program in process and/or leader and staff evaluations and staff leadership comments to help review the program • Observation of program hazard analysis narratives and chart for the new activity 	

Recommended practices are also numbered and organized into similar categories.

Each standard is presented on a separate page using the following format:

- Number, category and title
- Effective date
- Applies to
- Standard (or recommended practice)
- Specific requirements of the standard
- Interpretation
- Verification

The “Applies to” section, on the right side of each page, usually lists the types of camp to which a standard applies, such as Day Camp, Family Camp, Resident Camp, Trek Camp. Sometimes the wording is different, such as “Applies to: Camps offering aquatics programs.” The standard is presented in bold print in the shaded section. If there are specific requirements, those are presented next. The “Interpretation” explains and clarifies. “Verification” identifies how the camp assessment team will check to be sure that the standard is met.

In addition to the full document described above, each Council will have a template for the Standards-At-a-Glance and will help to create a Standards-At-a-Glance document tailored to each camp.

Below is a portion of a Standards-At-a-Glance document for a Cub Scout Resident Camp.

Category & number	National Camp Accreditation Program Standards-At-a-Glance	Cub scout resident
PD-101	General program design: The overall program supports Scouting's aims and methods.	A, B 2–7
PD-102	Cub scout program design: Programs for Cub Scouts are exciting, dynamic, and appealing to today's youth; meet the needs of the youth and units attending camp; and are fun and safe.	A, B 2–7
PD-106	Skill Progression and Advancement: Advancement opportunities are appropriate for the age group and facility, emphasize that Scouting is a "Game with a Purpose," are presented by qualified personnel, and are consistent with BSA advancement policies.	✓
PD-107	Outdoor Ethics: The camp practices, teaches, and demonstrates BSA outdoor ethics.	✓
PD-108	Communication with units, participants, and parents: The Council provides sufficient information to unit leaders, participants, and parents to help them plan for and participate in the program.	Leaders' guide, meeting, site orientation
PD-109	Outside Providers of Program/Activities: If a Council uses public or private outside (non-BSA) providers of programs or activities, the Council has a written agreement with each provider that outlines the responsibilities of both parties.	✓
PD-110	Program Accessibility for persons with special needs: The Council has a plan for making the camp's programs accessible to Scouts, leaders, and visitors with special needs to the extent feasible.	✓
PD-111	New Programs and Activities: When a camp develops a new activity not addressed by these standards, it must develop the program following the guidelines of the <i>Guide to Safe Scouting</i> , BSA Youth Protection, the BSA Program Hazard Analysis process, and the Age-Appropriate Guidelines.	A and B

Intent to Operate

The Intent to Operate, which the Council submits each fall, provides information and intended operation dates for all camps that the Council plans to operate during the next program year, including camp properties, Day Camps, Family Camps, Resident Camps, Trek Camps, specialty- adventure and high-adventure camps, and COPE and/or climbing courses.

The Intent to Operate is used by the Area to coordinate Area assessment of resident, trek, specialty-adventure and high-adventure camps and COPE/climbing courses and to establish communication regarding local Council self-assessment of camp properties, Day and Family Camps. Since many camps open during the same short window, all visits may not be able to be scheduled at the time requested. The Area Camp Assessment Chair may have to consider Area resources and ask camps to support a date different than originally requested.

The Declaration of Readiness

Preparation and gathering of written materials for meeting the standards

The **Declaration of Readiness** (#430-072) is the Council's assurance that a camp will be ready to open and prepared to offer a program meeting or exceeding the requirements of the National

[illegible][illegible]

Declaration of Research Attachments - Staffing

Volunteers of individual staff member qualifications submitted with the Declaration of Research Attachments will eliminate the need to use these rates and will help confirm that all staff positions are being met and ahead of time.

Attach a staffing listing (spreadsheet) containing the following information:

- Staff member name
- Staff position
- Age
- Hire date
- National Center School (NCS) date and program name **
- First Aid and CPR (details) with course name ***
- Additional experience in other contexts

** Note: for training which is pending (such as NCS, FACPR, etc.) list the planned completion date

Name	Staff Position	Age	Hire date	NCS date & program	FACPR date & course	Experience or other credentials
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POSITION	STANDARDIZED REFERENCE
Camp Director	50-401-402, 401
Program Director	50-401-402
Manager	50-401-402, 404
Health Officer	50-401-402, 405
Advocate Director	50-401-402, 406
Advocate Staff	50-401-402, 406
Shooting Sports Director	50-401-402, 408
Range Supervisor	50-401-402, 408
Shooting Sports Instructor	50-401-402, 408
Archery Instructor	50-401-402, 407-408
CPRF Director	50-401-402, 409
CPRF Supervisor	50-401-402, 409
CPR/FirstAid Staff	50-401-402, 409
First Aid Aide	50-401-402, 410
First Aid	50-401-402, 410

POSITION	STANDARDIZED REFERENCE
High-Adventure Director	50-401-402, 411
High-Adventure Staff	50-401-401, 411
Specialty Adventure Director	50-401-402, 411
Specialty Adventure Staff	50-401-402, 411
Camp Counselor/Leader	50-401-402, 412
Outdoor Skills Director	50-401-402, 412
First Aid Center Director	50-401-402, 412
Shooting Sports Director	50-401-402, 412
Wilderness Program Director	50-401-402, 412
Wilderness Program Staff	50-401-402, 412
Volunteer	50-401-402, 412
ATV Staff	50-401-402, 412
First Aid	50-401-402, 412
Defect	73-001

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Postcamp/Precamp Inspection

Councils may choose to conduct the annual inspection either after or before the camp season. It is recommended that an informal inspection be conducted at the alternate time. Conducting a postcamp inspection is helpful in being able to plan physical improvements that may take several months to fund and complete. A precamp inspection allows for identification and immediate

correction of any situations that might create problems in opening camp or damage that occurred during the winter season.

Leadership for the inspection should be collaborative, involving the Council Camping Committee Chair and the Camp Director or others designated by the Council. The inspection group should include members of Council committees such as Camping, Properties, and Enterprise Risk Management as well as Camp Director(s), Ranger(s), and Scout Executive, plus specialists who can evaluate conditions of the facilities. It is important to get the people who are subject matter experts — a public health expert to check on all phases of sanitation, refrigeration, etc.; medical personnel for health lodge, medical supplies, and equipment; aquatics specialists for waterfront or swimming pool; and safety and/or insurance-loss experts to check hazards. Construction managers and other tradespeople can help evaluate the camp AND have the capability of volunteering to take on a needed project and complete it before opening.

Precamp conference with the Area Representative

The Area Camp Assessment Team Leader assigned to each Council's camps should contact the Council leadership during the spring to make preliminary arrangements for a precamp conference. The conference should be scheduled to take place after the Declaration of Readiness has been submitted and before the opening of camp. The required precamp conference can take place in person, by phone, or through an electronic meeting site. Where the Council is seeking to open a new camp or to bring a camp out of conditional accreditation, a face-to-face meeting is necessary.

The precamp conference has the following purpose:

- To clarify the camp accreditation standards and process as necessary and note Council progress toward accreditation, including the Standards-At-a-Glance for each camp and the authorization.
- To review standards-related paperwork and note meeting of associated standards and identify additional documentation that may be required. By checking off as many of the standards as possible ahead of time, the actual day of the site visit in the camp can be more productively spent looking at the actual quality and delivery of program.
- To confirm arrangements for on-site assessments.

The team leader facilitates the discussion with participation from appropriate Council and Area representatives. Council representatives should include the Council NCAP Chair, the Camp Director, the Scout Executive or designee, and other Council leaders who are interested.

Preparation for Area On-Site Assessment

The Council NCAP Chair can be helpful in ensuring understanding of all accreditation requirements, gathering supporting documentation, and providing mentoring and encouragement to the Camp Director. The Council NCAP Chair is also responsible for inviting Council officers and other board members to be part of the group hosting the camp assessors and for building a positive atmosphere to support the on-site visit.

The Camp Director has the following responsibilities related to the on-site assessment:

Before:

- Understand that the purpose of Area on-site assessment is to help the Council provide an outstanding BSA summer camp experience that is safe, fun, and meaningful.
- Become familiar with the standards identified as applicable to the specific camp.
- Assemble documentation for standards requiring written verification.
- Work with Council personnel to submit the Declaration of Readiness on time (by May 15), attaching as much as possible of the standards-related documentation.
- Participate in a precamp conference with the Area Camp Assessment Team Leader and other Area and Council personnel.
- Communicate with the Area Camp Assessment Team Leader to finalize arrangements for the on-site assessment (timing, identification of team members, check-in procedures, plans for breakout groups, etc.). Ensure that the COPE inspection, if any, is scheduled while the program is operating and takes place either before or during the Area on-site assessment.
- Invite key Council volunteers to the assessment and help to provide informal orientation for them. (An inside look at your camp can help volunteers understand the requirements of running a summer camp and can cultivate future supporters of the camp.) You may wish to ask trained camp assessors from your Council to assist as tour guides.
- Provides camp staff with an NCAP orientation so they understand their role in the process and which standards apply to their areas.

During:

- Welcome the Area Assessment Team.
- Assign camp staff and volunteers to show Area Assessment Team members around camp.
- Answer questions and provide information to show how well the camp meets the standards.
- After the tour, meet with assessment team and Council leaders to review results, discuss any standards not met, identify camp strengths, and solicit suggestions for improvements.
- Assist the team leader in completing/submitting the score sheet.
- Assist team leader in presenting camp accreditation recognition to the camp at an appropriate time, such as lunch or assembly.
- May present a camp patch or other token of appreciation to camp assessment team members.
- Invite team members to join the camp participants for lunch.

After:

- Complete an evaluation of the visit and return it to the Area Camp Assessment Chair.
- Develop a list of improvements that would strengthen the camp program. Work with key volunteers and Council staff to determine priorities.

Analyzing and Communicating Assessment Results

The Council NCAP Chair and key Council leadership share the responsibility for the “big picture” follow-through on the camp assessment based on the comprehensive follow-up letter sent to the Council president by the Area Camp Assessment Team Leader. The letter provides valuable feedback to the Council’s Executive Board regarding the Council’s camping strengths and challenges and provides recommendations for improvements.

The Area Assessment

Assessing Compliance

A camp assessment team is a group of trained Scouters charged with the responsibility of assessing a camp property’s or camp’s conformance to the standards, recommended practices, and the terms, conditions, and commitments of the Authorization to Operate, if issued. The team will undertake three primary tasks: scoring, narrative assessment, and making the accreditation decision. Each task is addressed below.

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 approved variances or waivers. This is an objective assessment with the goal of treating all camps consistently. Careful adherence to the standards, interpretation, and verification provisions is needed. The Authorization to Operate also includes additional items for review such as the Camp Continuous Improvement Plan.

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 a 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 camp assessment 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 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 assessment, but which is corrected during the assessment to the satisfaction of the assessment 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 (compliant) or it is not applicable. 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 Narrative: Subjective Assessment and Recommendations

The second part of the camp assessment process consists of the narrative assessment, which

includes both a narrative review of how well the camp delivers its promised program and recommendations for possible improvements. This part of the assessment is more subjective and is where the camp assessment team should do its best to provide constructive comments to improve the camp's program. The assessment team should remember that it has seen the camp and its program only briefly and should present its recommendations in a respectful, helpful tone. It is important for the camp assessment team to recognize that the narrative assessment 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 of the assessment.

The Narrative Assessment:

The narrative assessment should address:

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 the promise of Scouting to participants

In order to prepare for the narrative assessment, the camp assessment 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 the promise of Scouting 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 assessment 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:

- Specific recommendations for improving the quality of the existing programs and activities
- Specific recommendations for improving the quality of facilities provided
- 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 assessment team's experience and knowledge. Recommendations should be constructive and made in the spirit of improving the 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 assessment team's role. The assessment 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.

Council Response to Noncompliant and Deviation Findings

The purpose of the National Camp Standards and NCAP 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 addressed. Findings of "deviation" reflect a weakness in meeting the standard that should be addressed prior to the next season. This section discusses the camp assessment team's options upon making a finding of noncompliant or deviation.

Noncompliant finding: If the camp assessment team notes a standard as "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 assessment team completes its assessment. 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 will be developed to address the noncompliant finding. 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 Area 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: Deviations are not failures, and may be appropriate where the camp has incidentally missed an item. A camp that receives a deviation is on notice that there is a weakness in its program or operation. The camp should correct the deviation as early as possible, but no later than the start of the next camping season. Second and subsequent deviations for the same standard may be scored as noncompliant at the discretion of the assessment team. The report of successful implementation of corrective action shall be submitted in the following year's Declaration of Readiness.

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 corrective action plan is in place, but may be restored to accredited status upon demonstrating 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 must be submitted no later than the Declaration of Readiness for the subsequent year.

Multiple Programs at the Same Camp Property

Many Councils operate multiple camps at a single camp property. For example, a camp property is used for Boy Scout Resident Camp followed by a Cub Scout Resident Camp with a Cub Scout Family Camp offered some other time during the year. In general, each of these programs requires a separate assessment. However, if two camps share all of the same facilities, and share much of the same staff and substantially similar program, it is possible to conduct a shortened assessment for the second camp program.

Day Camps or Family Camps that are offered at different locations, but which share a common staff and program, do not require a separate full assessment. The Council must have a process for ensuring that each program location is assessed for safety.

Council Self-Assessment of Designated Camps

Process for Day Camps, Family Camps, and Properties & Areas of Camps not assessed during the Area Camp Assessment

The Boy Scouts of America requires that each Day and Family Camp as well as Camp Properties not assessed by the Area. Each Council will assess each of these on an annual basis.

Designated Council volunteers conduct the assessments of Day Camps and Family camps. The Council NCAP Chair oversees and supports the work of the Council Camp Assessment Coordinator, as indicated below. No current Day Camp Director, Program Director, or Professional Staff administrator for Day Camps should serve as Council NCAP Chair, Council Camp Assessment Coordinator, or Council Assessment Team Leader or member.

Council Assessment volunteers may be recruited from the Council Executive Board, Camping or other Council Committees, key community leaders, and previous Day Camp or Family Camp Directors or staff members.

Suggested annual action plan - Council Camp Assessment Coordinator:

Task	Suggested Timing
1) Orients Council personnel to the NCAP self-assessment procedures. Communicates the plan to all appropriate Council and district leadership.	Fall
2) Reviews Council calendar, determining camps to be assessed and ensuring that each has been locally approved to operate	Six months prior to opening
3) Order NCAP Accreditation Flags and Certificates	Fall / Winter
4) Recruits volunteers to assist in on-site assessments. Ensures that volunteers are approved by the Scout Executive and listed (with contact information) in a database.	Ongoing
5) Recruit Council representative to attend Day Camp / Family Camp Assessor Training at Area Assessment training event.	Spring
6) Meets with each Camp Director and designated Council personnel to finalize the standards for each camp (including recommended practices and any self-developed standards). Asks each Camp Director to designate a camp staff member to serve as safety/standards officer.	Four to six months prior to opening
7) Selects and appoints a team leader for each on-site assessment.	Three months prior to assessment
8) Trains on-site assessors (after online orientation and self-study), using information from the Area training for self-assessment chairs.	Two to three months prior to assessment
9) Prepares a schedule of on-site assessments (usually on the second day of camp) and sends to Camp Directors and team leaders for review.	Two months prior to assessment
10) Customize Standards-At-a-Glance for each camp or property	Two months prior to assessment
11) Assigns the members of each assessment team, seeking an unbiased evaluation.	Two months prior to assessment
12) Oversees the Council's on-site assessments, following recommended best practices for camp assessment.	Summer and other times of operation
13) Collects and maintains records of each camp's on-site assessments, submitting reports to the Camping Committee and Council leadership and to National.	Summer and ongoing
14) Meet with Council Assessment Team Leaders, Council NCAP Chair, and others to debrief on the season's assessment process.	End-of-Season

Selection/recruitment of assessment team leaders and team members should be accomplished as early in the program year as possible. Council and district committee members, former camp staff volunteers, and interested Scout parents/volunteers are among those who might make effective camp assessors. The Council Camp Assessment Coordinator will need to exercise careful judgment in assigning volunteers to particular on-site assessments to ensure that each team has a balance of experience and can be helpful and unbiased in its decision-making.

One of the most important parts of the NCAP Council assessment process is conducting training for Assessment Team members. The following agenda is recommended.

Suggested Agenda for Council Assessment Team Training:

Training for Council Assessment: Day Camp and Family Camp

Gathering

- Register participants
- Provide refreshments
- Display calendar of day camps/family camps
- Distribute training outlines

Welcome

- Explain the purpose of NCAP
- Note the learning objectives for this training
- Ask participants to introduce themselves

NCAP Process

- Review position descriptions
- Present process overview
- Introduce Standards At-a-Glance for day camps and family camps

On-Site Visitation

- Review assessment best practices
- Discuss do/don't expectations
- Consider the types of questions to be asked

Using the Standards

- Look closely at the standards
- Discuss applying the standards to selected case studies

Closing

- Review of on-site assessment schedule

Thanks and recognitions

Whenever possible, the Council Camp Assessment Coordinator plans the assessment process so that information on upcoming on-site assessments can be shared at the training.

The on-site assessment is conducted soon after the Day Camp or Family Camp opens, often on the second day of operation. The Council Camp Assessment Coordinator facilitates the process and appoints a Council Camp Assessment Team Leader to guide the process at each camp.

Whenever possible, it is useful for the Council Assessment Team Leader participates in the Area Assessment Training.

The preparation, communication, and actions of the Council Assessment Team Leader and Council Assessment Team members are among the keys to success in Council self-assessment.

The following best practices are recommended for the Council Assessment Team Leader and the Council Assessment Team members:

Best Practices: Council Assessment Team Leader

One week before Assessment:

1. Review camp-specific information.
 - a. NCAP standards applicable to the camp
 - b. Information from previous assessments, if available
 - c. The Council/Camp website
2. Confirm and finalize on-site assessment plans.
 - a. Communicate with the Camp Director to discuss team representation, timing, check-in procedures, and the general plan for conducting the assessment.
 - b. Contact Council Assessment Team members to review expectations and arrangements.
 - c. Council Assessment Team leaders assign tasks to Council Assessment Team members prior to the camp visit so they are prepared and familiar with the standards they are to review and assess.

Day of the Assessment:

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 and camp assessment training cards, and any other identification requested).
4. Meet briefly (10–15 minutes) with Camp Director, Council/camp personnel, and assessment team members.
 - a. 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.
 - b. Ask all Council/camp representatives and assessment team members to introduce themselves.
 - c. Assign sub-group members and areas of responsibility (ex. waterfront, kitchen/dining, health facilities), based on organization of standards, physical location, and team member expertise.
 - d. Arrange for a time and place to meet back together to share notes on assessment.
 - e. Review assignments and move out to areas to be assessed.

5. Coordinate team assessment 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 Council NCAP Chair and/or Scout Executive in any case where serious issues occur.
7. Review the assessment findings. Assemble the Area Assessment Team members, Camp Director, Scout Executive, and other staff members invited by the camp leadership:
 - Note which standards were met or notmet.
 - Discuss team member impressions about general camp program, procedures, and facilities.
 - Discuss overall impressions.
 - Review score sheet and identify standards that were met or not met.
 - 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.
 - 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.
8. After consultation with the Camp Director, present recognition (perhaps at lunch).
9. Ensure that team members leave camp promptly after the assessment and recognition (and perhaps lunch).

Follow-up:

1. Prepare a summary of camp assessment results and copies of assessment reports for all Council locally conducted assessments are to be submitted to National. The Assessment report is shared with the Council Executive Board and Leadership.

Best Practices: Assessment Team Members

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

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

Assessors should be friendly in their questioning. While many questions will be asked of staff, assessment teams are also expected to talk with campers and family members participating while on-site. Answers to the following questions might give you an idea of how a camp is operating. Remember that you can have the best facility in the country, but if you don't have a quality and fun program, Scouts and leaders won't come to camp.

Suggested questions for Assessors:

For Cubs, Scouts, etc:

1. Are you having fun?
2. Which activities do you like most?
3. Which activities do you like least?
4. Have you gone swimming?
5. How is the trading post?
6. Have you shot an arrow or BB gun since you've been here?
7. What is Scouting all about?
8. How many years have you been coming to camp?

For Adults:

1. Are the boys having fun?
2. Are you having fun?
3. What's your schedule for the day?
4. How many first-time campers are with you this week?
5. How many other adults from your pack are with you this week?
6. How many Cub Scouts did you bring to camp?
7. How many years have you been coming to this camp?
8. Does the camp have a theme?

Self-Assessing Other Council Camp Properties

Councils conduct many camping events that do not fall under the identified types of camps in the National Camp Accreditation Program. Experience has shown that these types of events often expose the Council to greater risk than organized long-term camps. Because of the sheer numbers of participants often involved and an often less formal organization, they can present a significant risk. Many of the standards contained in the National accreditation program are appropriate to be applied on a year-round basis for Council camping events. This section outlines how the Council can reduce its exposure by self-assessment of Council camping events.

It is the responsibility of each Council to organize and conduct a self-assessment of its camping activities year-round. The Council may use assessors from its Day Camp and Family Camp teams or may form another assessment team utilizing various knowledgeable Scouters and possibly non-Scouters. This team would report to the Council camping committee (or as designated by the Council). It has responsibility for not only health and safety, but also the quality of program. Representatives from appropriate other Council committees would be utilized, such as enterprise risk management, health and safety, properties, activities, training, and others. Non-Scouters with appropriate knowledge could be included.

The chair of this team should communicate to all appropriate Council, district, and other event leadership about the self-assessment plan. It is suggested that each event designate a person on the event staff to serve as a “safety officer” (or such title) and to take on the responsibility of meeting the standards. Instead of an outside group coming to “inspect” a camporee, a staff member might assume responsibility of overseeing health, safety, and quality.

The Standards-At-a-Glance (see the example on the next page) should be considered a starting point, and the local self-assessment team should add/delete/adjust as dictated by the local situation. Additional resources can also be found on the BSA Health and Safety website.

National Camp Accreditation Program—Recommendations for Council Self-Assessment: Weekend Camps and Outdoor Events

The *Guide to Safe Scouting* (GSS) should be a primary reference for the Council self-assessment team. Many camp standards have a basis in the GSS, and leaders are already familiar with the GSS. NCAP offers guidance and additional information on areas that may not be covered by the GSS. Each Council should review the Standards-At-a-Glance documents to determine the applicability of specific standards, and produce a standards chart tailored to a particular Council weekend camp or outdoor event. As many weekend events/activities are theme-based, it is recommended that all Program Specific (PS) and Program Design (PD) standards, as well as Food Service (FS) standards, be reviewed.

The following is a generic sample of a standards document for Council self-assessment.

Sample Standards-At-a-Glance for Weekend Camps and Outdoor Events:

NCAP no .	NCAP Standards-At-a-Glance: XX Council Event	GSS Page
PD-101	General program design: The overall program supports Scouting's aims and methods.	
PD-106	Skill progression and advancement: Advancement opportunities are appropriate for the age group and facility, emphasize that Scouting is a "game with a purpose," are presented by qualified personnel, and are consistent with BSA advancement policies.	16
PD-107	Outdoor ethics: The camp practices, teaches, and demonstrates BSA outdoor ethics.	
PD-108	Communication with units, participants, and parents: The Council provides sufficient information to unit leaders, participants and parents to help them plan for and participate in the program.	4
PD-109	Outside providers of program/activities: If a Council uses public or private outside (non-BSA) providers of programs or activities, the Council has a written agreement with each provider that outlines the responsibilities of both parties.	
PD-111	New programs and activities: When a camp develops a new activity not addressed by these standards, it must develop the program following the guidelines of the <i>Guide to Safe Scouting</i> , BSA Youth Protection policies, the BSA Program Hazard Analysis process, and the Age-Appropriate Guidelines.	
HS-501	Youth protection: Each camp will ensure that it meets the Youth Protection policies set forth in the current edition of the <i>Guide to Safe Scouting</i> and applicable state regulations.	1
HS-505	Medical Care policies (Camp and Council): Clearly written Council/camp medical care policies and procedures shall be available, shared for all Council camps (Day Camp, Family Camp, resident, or trek), and reviewed annually by the Council's health supervisor in conjunction with the enterprise risk management	21
HS-507	Medical recordkeeping and reporting: All health-related interactions and incidents are promptly and appropriately recorded and reported.	63
HS-509	Medical Care area: The camp shall provide a clearly marked health care area that is appropriately equipped and includes: A. For Resident Camps, automated external defibrillator (AED). B. Lockable medical storage system (dry and cold). C. Available toilets, washing water, and drinking water. D. Space for medical treatment. E. Protection from outside elements. F. Medical care staff continuously on call to meet routine medical needs, special medical needs (per Council written health-care procedures), and to maintain health and medication logs.	
HS-510	First-aid Kits: The camp supplies or ensures that adequate first-aid kits are available.	25
HS-511	Buddy system: All programs stress the use of the buddy system, whereby campers engage in activities with at least one other person so that they can monitor and help each other. Using a formalized buddy system is mandated in certain adventurous or potentially dangerous activities.	9
FA-702	Drinking water: Adequate access to safe drinking water is provided to all participants.	18
FA-703	Fire detection and prevention: Adequate provision is made for fire detection and protection.	27
FA-707	Toilets and Latrines: Toilets and latrines are clean, well-ventilated, in good repair with adequate insect and pest control and located throughout camp and/or in each campsite. Procedures for separate use of restroom facilities by males and females and by youth and adults are in effect.	53
FA-710	Garbage and sewage removal: Disposal of garbage, refuse, and sewage meets the demand of the maximum number of campers in attendance. Garbage storage facilities are clean and pest control is adequate.	53
AO-805	Emergency procedures: The camp or outdoor program has completed an assessment of risks to its participants and staff and uses written emergency procedures that address them.	53
AO-807	Communication systems: Operating telephones or other reliable communication system must be accessible to designated staff members at all times. Information and procedures must be in place for emergency communications with medical providers, police, fire, and other rescue personnel; key professional staff; parents of campers.	53
Access the Guide to Safe Scouting at: http://www.scouting.org/HealthandSafety/GSS.aspx . Access the BSA's new NCAP standards at: http://www.scouting.org/NCAP .		

Overall Summary of the NCAP Process

Application, Analysis, & Authorization Process

Preparing the Application

For the Authorization Process, each Council will be required to submit an Application for Authorization to Operate to its BSA Region.

The Council NCAP Chair and the Scout Executive have the responsibility to coordinate the completion of the application, consulting and involving Council volunteer leadership as well as staff members. The board must approve and both a Council officer and the Scout Executive must sign the application.

The application has the following sections:

- A. Identification of all the Council's camps for which it is seeking an Authorization to Operate and the accreditation level sought for each camp
- B. Program statement and standards evaluation worksheets for each camp
- C. Camp Facilities Evaluation Tool worksheets for each camp property
- D. Camp Sustainability Data Sheet and Council Sustainability Data Sheet for the Council's camping program as a whole and for each camp, whether conducted on or off property
- E. Sustainability Commitment (on Authorization Application)
- F. Continuous Camp Improvement Plan (CCIP)

In general, for each camp, the application will describe the program goals, assess the facilities using the Camp Facilities Evaluation Tool, identify the applicable National Camp Standards and 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.

Specific instructions are provided with the application form. Councils can access application materials, including an Excel workbook, at www.scouting.org/NCAP.

Analysis

Preliminary analysis of the quality and sustainability of the Council's camping operation is a part of the application process. Basic statistical data related to properties, capacity, utilization, attendance, staffing, and finances will be gathered from multiple National and local sources. As information is entered onto the worksheet, the worksheet "projects" corresponding values into the future, but also allows for revised projections (as an override). The combined data and resulting projections should enable Council leadership to review and analyze the camping program.

The most frequently asked question is: What constitutes a sustainable program? A Council's overall camping program is considered "sustainable" under the following general guidelines:

- If the total camping program, both presently and under a straight-line forecast, shows a net

return to the Council that is stable or increasing, sustainability is met. If the Council is not presently covering all expenses including depreciation, it is encouraged to make this commitment and to develop and implement a plan to achieve funding depreciation.

- If the total camping program is presently returning a net return to the Council and the straight-line forecast shows a net return, but it is considerably reduced, the Council will be apprised of this fact and asked whether it wishes to make any commitments for reversing the trend. The Council is encouraged to do this, but sustainability is likely adequate to issue an authorization absent truly unusual circumstances. The Council is encouraged to develop a plan to fund depreciation.
- If the total camping program is not presently making a net return, but the Council shows a positive net return on the straight-line forecast and the Council commits to maintain sustainability, sustainability is met.
- If the total camping program is not presently making a net return and the straight-line forecast does not show a positive net return, but the Council has an overall operating surplus (including the camping loss), AND the Council is not unusually low in youth-serving executives, then the Council will be encouraged to evaluate commitments to achieve a positive net return or otherwise explain how the extent of the subsidy will not jeopardize delivery of the Scouting program. Provided the Council has a reasonable plan, such Councils and camping programs are usually sustainable. Consultation with the Area President and Area Director is advised.
- If the total camping program is not presently making a net return and the straight-line forecast does not show a positive net return, and the Council has an overall operating deficit OR the Council has an unusually low youth-serving executives ratio, then the Council will be required to propose concrete commitments to achieve a positive net return or otherwise reduce the extent of the subsidy so that it will not jeopardize delivery of the Scouting program. Consultation with the Area President and Area Director and notification of the Regional Camp Accreditation Chair is required.
- If the Council makes appropriate commitments and has a good plan, these commitments should be included as commitments or additional terms and conditions.
- If the Council does not have adequate ideas, the Council should be required to develop an improvement plan and a conditional authorization considered.

A complete, detailed Camp Strategic Analysis process is available to Councils who self-identify as needing program or sustainability assistance. Participation in the complete process will be required of Councils identified by the Region and Area as currently unable to ensure sustainability or provide a Scouting-quality program.

Regional Authorization

The Regional authorization team will review the application (including the preliminary analysis), will engage the Council in dialogue, and will assist the Council in development of its commitments.

If the Regional review of the application determines that the Council's camping program merits multi-

year permission to operate, the Region will issue an Authorization to Operate for a specified number of years.

The authorization 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 terms and conditions of the Authorization to Operate (including the National Camp Standards identified as applicable and the commitments proposed by the Council and accepted by the Region) become the governing criteria for accreditation of the Council's camps.

In unusual cases, where a Council's camping program does not meet the quality and sustainability criteria expected of a BSA Council, a conditional Authorization to Operate may be issued and the Council will be provided support by the Region and Area to redevelop its camping program and submit a new application. If this process is unsuccessful, the Authorization to Operate may be denied in whole or in part.

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."
4. Twenty percent or fewer of the total scores are "deviations."

If these conditions are met, the camp is accredited and the camp assessment 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" and not resolved to the satisfaction of the Area Assessment Team Leader by the conclusion of the Accreditation process.
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 standards are scored as "deviations."

As noted under the subsection "Response to Noncompliant and Deviation Findings," if the camp corrects a noncompliant finding while the assessment 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 assessment 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 a waiver is granted, the camp may be accredited.

As discussed above in "Response to Noncompliant and Deviation Findings," the Council and camp leadership shall develop a corrective action plan with the camp assessment team to correct any noncompliant findings or excessive number of deviations. Most noncompliant 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 assessment team is on-site, the assessment 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, a conditionally accredited credentials may 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 reassessment, if necessary, restore accredited status, 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 assessment and request that the Region review the authorization.

Reopening and Revocation of 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 outdoor adventure 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 authorization 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.

Reopening or Revocation of the Authorization to Operate:

Conditional accreditation of a camp may require reopening of the Authorization to Operate to incorporate additional terms and conditions that the camp must meet to restore full accredited status. Revocation of accreditation of a camp will require reopening of the Authorization to Operate to eliminate the authorization for the camp. Revocation of any camp accreditation will trigger reopening of the entire Authorization to Operate and may result in additional conditions or potentially revocation of the Authorization to Operate.

Reopening or revocation of an Authorization to Operate may be initiated at any time by the Area Camp Assessment Chair, Area President, Area Director, Area Vice President for outdoor adventure, or by the Regional Camp Accreditation Committee. Any such reopening or revocation will occur only after notice and an opportunity to respond by the local Council and will be decided by a panel of the Regional Camp Accreditation Committee.

Appeals Procedure

Informal resolution of a camp assessment disagreement: If a Council disagrees with the decision of the Area 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 Area 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 Area 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.

Continuous Camp Improvement Program

Each camp is required by the standards to participate in the Continuous Camp Improvement Program. Details can be found in the *Guide to the Continuous Camp Improvement Program*.

The Continuous Camp Improvement Program provides camps with a structured approach to identifying areas of strength and areas for improvement, setting measurable goals (success criteria) for these areas, and monitoring progress against the success criteria. Because the annual accreditation process reviews only whether Councils are participating in the continuous camp improvement process, and not the Council's achievement of its success criteria, Councils are encouraged to set (and meet) challenging success criteria that will significantly improve the camp. Covering program, facilities, finances, staff, and attendees and participation, when implemented fully, this program will enable Councils to deliver a camping experience that is exciting, dynamic, and appealing to today's youth. Implementing the Continuous Camp Improvement Program consists of three broad steps:

- Identifying areas of strength and areas for improvement
- Setting measurable success criteria for these areas
- Monitoring progress against the success criteria

The first step in identifying areas of strength and areas for improvement is to identify stakeholders for each camp (Scouts, parents, unit leaders, Council volunteers, and staff members) and seek their input using a variety of methods.

Once inputs have been received, in whatever form, designated members of the Council or camp staff will identify the top three areas where the camp is strong and the top three areas where the camp can improve.

These areas can be broad or specific but must fall into the overall categories of program and communication, facilities, finances, staff, or attendees and participation. For each area, the Council first determines a quantitative way to measure each area and then sets a quantitative success criterion using the area's measurement method. Once the form of measurement is determined, a success criterion within that measurement system can be determined. Success criteria should reflect what the camp could achieve if it stretches itself. Progress against the success criteria is reported in the following year's Declaration of Readiness.

NCAP Resources:

Additional resources can be found on the BSA NCAP website including:

- *National Camp Standards (#430-056)*
- *Overview of NCAP* (a PowerPoint presentation)
- Application for Authorization, application instructions, and supporting worksheets
- Camp Facilities Evaluation Tool (#430-085)
- *Guide to the Continuous Camp Improvement Program (#430-075)*
- *Postcamp/Precamp Inspection Checklist (#430-310)*

Other BSA resources:

- *Guide to Safe Scouting* (<http://www.scouting.org/HealthandSafety>)
- National Camping School publications (available on jump drive from Outdoor Programs)



NATIONAL CAMP
ACCREDITATION PROGRAM



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