



NATIONAL CAMP ACCREDITATION PROGRAM



NCAP Authorization Reviewer Guide

2025



National Council

NCAP Authorization Reviewer Guidelines

Introduction

These guidelines are intended to provide information that the Authorization Reviewer can use in communicating with their assigned council, analyzing the authorization information submitted by the council and in writing the council Authorization Report and Authorization to Operate.

Authorization Reviewer Characteristics and Expectations

Authorization Reviewers are organized into five teams, each recruited and led by an Authorization Coordinator. The Coordinators manage the NCAP 5-yr Authorization process from start to finish for the councils assigned to them, annually, using a team of trained Authorization Reviewers.

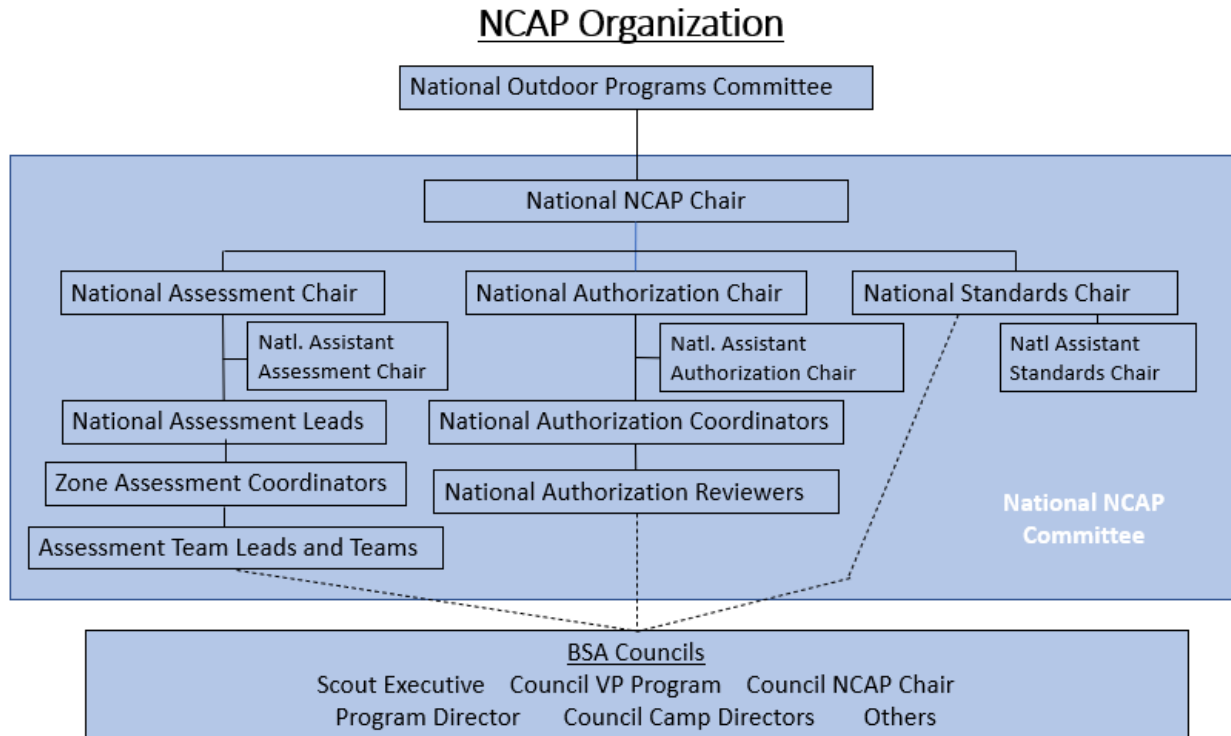
Each Council is assigned to an Authorization Reviewer by their Coordinator for the purpose of working together so the Council can submit the best, most accurate Authorization package that fits the Council's needs and future direction. The Reviewer works with the Council staff and volunteers to make sure the required forms are submitted on time and with the required information. As the Council works through the NCAP Authorization process, the role of the Reviewer can take on many forms. The reviewer will be a coach, mentor, source of information, source of examples of how the documents can be completed, a teacher, and in some cases a stern reminder of timelines and completion.

Reviewers will work with a changing group of both Council staff and volunteers during this process. Many Councils are in a state of change of leadership and staff. New volunteers step into the NCAP roles but are not familiar with how the NCAP process works. Some Councils lose the documents or lose people that completed documents. An Authorization Reviewer is expected to be flexible, patient, understanding, a good teacher, a good information source, and yet, hold the Council accountable for their application and documents.

Intro to the NCAP Process

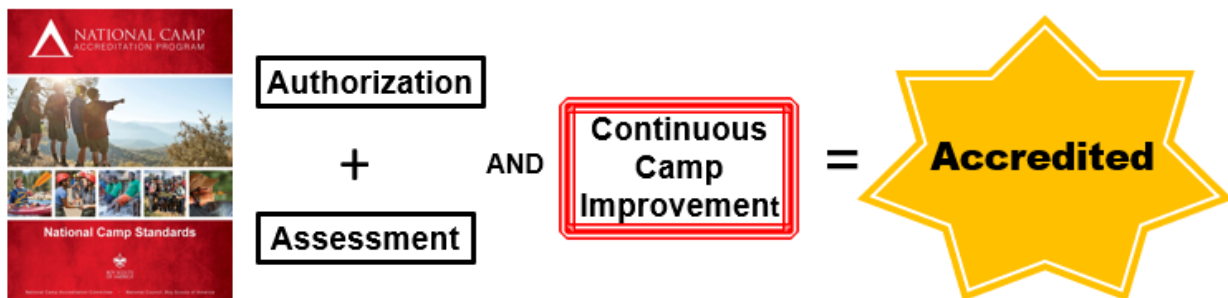
The purpose of Scouting America's National Camp Accreditation Program is to help councils elevate camps to new levels of excellence in delivering Scouting's "Promise to Youth". Councils will engage in a rigorous review of camps and properties, continuous improvement, and correction or elimination of substandard practices. This introduction outlines the major elements of NCAP and the critical role that the Council will play in raising Scouting America camping to an ever-higher level of quality and performance. The chart below shows how NCAP is organized from the national level to support the councils.

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As shown in the diagram below, the National Camp Standards are the basis for the Authorization and Assessment process; using the Continuous Camp Improvement plans to lead camps to NCAP Accreditation with the goal of improving the scout camping experience. *(See the NCAP Standards NCAP webpage.)*

NCAP Accreditation Components



The Result will be the Improvement of the Scout Experience

NCAP Authorization Reviewer Guidelines

The Authorization Process

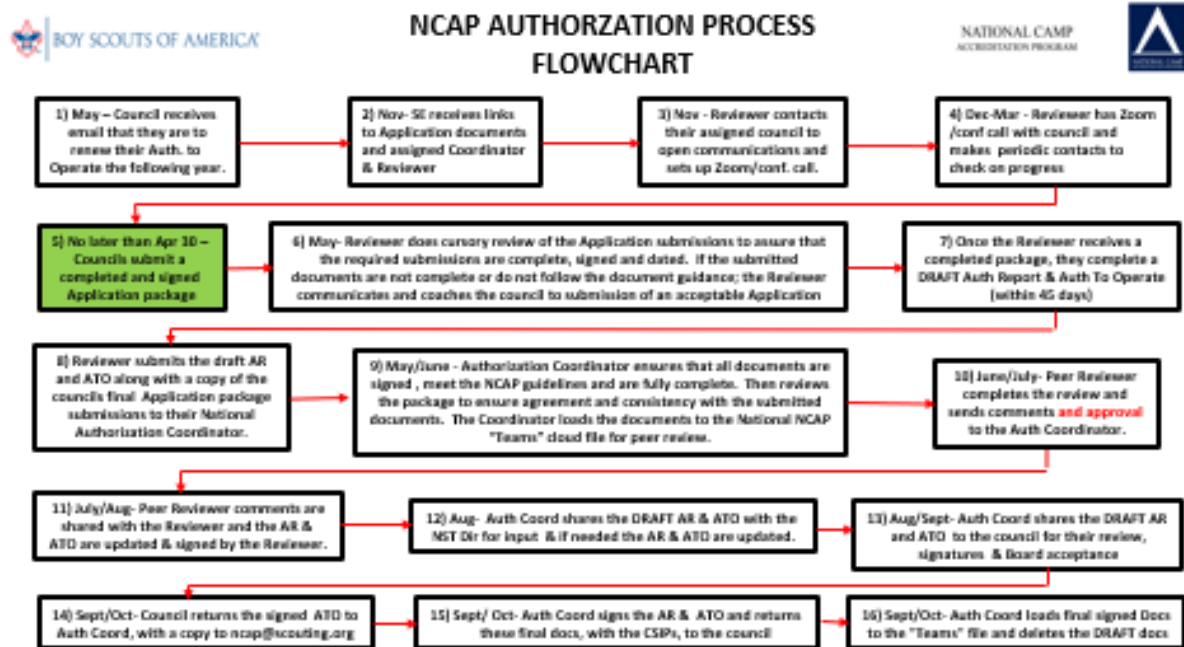
The NCAP Authorization process starts with the Council being notified by the National Outdoor Programs Group, that they are due to submit an Application for Authorization to Operate based on a five-year renewal schedule. This Application contains a description of all the Council's camps and camp properties for which it is seeking an Authorization to Operate and ultimately accreditation. For each camp, the Application will describe the program goals, the facilities, 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 NCAP Chair, working with the camping/program committees and requires approval by the Council's Executive Board or Executive Committee. The Authorization to Operate represents a determination by the National Council, through the NCAP National Committee, that the Council has demonstrated that its camp(s) meet(s) the requirements for accreditation. The Authorization to Operate (ATO) identifies additional commitments, if any, made by the Council concerning the operation of its camp(s). The terms and conditions of the ATO are treated in the same fashion as standards. Authorizations remain valid for five years; unless the NCAP National Committee determines that there is a basis to revoke the Authorization to Operate. In addition, the ATO may clarify how a particular standard applies to a camp or may include a variance or waiver from a standard. If questions arise on the Application of a standard to a camp, the Authorization should be consulted to determine if it provides resolution. The Authorization to Operate is binding on both the Council and the camp assessment team. All Councils operating camps and camp properties must have an Authorization to Operate.

The Authorization Calendar

In the year prior to a council's scheduled Application for Authorization submittal year:

- The National Authorization Chair sends an email to each council's Scout Executive in May giving notice that the council is scheduled to renew their Authorization to Operate in the following year.
- In the 3rd Quarter, the National Authorization Chair assigns each Coordinator their councils for the next year & the Coordinator assigns a Reviewer to each council.
- In the fall, the National Office sends an email to each council's Scout Executive with a link to the required forms for authorization and the due date of April 30th of the following year for completion of the forms. (All forms required as part of the authorization process can be found at www.scouting.org/NCAP). The email also provides the name and email for the Authorization Coordinator and Reviewer assigned to the council. A copy of the email is also sent to the assigned NCAP National Authorization Coordinator and Reviewer. The Reviewer then establishes contact with the council (November), conducts an orientation meeting prior to year-end, and continues to work with that council until the authorization process has been completed.

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Note: Although the April 30th deadline is communicated numerous times, based on experience some councils will not complete their authorization documentation until after the deadline. The earlier the Reviewer and council begin communications, the higher the likelihood of an on-time submission. (See *Authorization Reviewer Guidelines below for more information on past due submittals.*)

A more detailed timeline is included in the appendix on pg. 12-14.

Authorization Reviewer Guidelines

The Authorization Reviewer should be the primary contact with the council during the Authorization process and is responsible for drafting the Authorization Report and the Authorization to Operate. The Reviewer communicates the council's status to the National Authorization Coordinator by the 30th of each month and escalates any questions and delays to the Coordinator. Once the council has been notified by National, the Reviewer is to set up a meeting (either Zoom or conference call) with the council to provide an orientation on the authorization process and go through each of the forms that are required for the council to submit, answer questions, and reinforce the April 30th deadline. In mid-March, a reminder email will be sent to all councils up for reauthorization by the National Authorization Chair. In that email it will state that if the council does not feel it can make the April 30th date, they need to contact their Coordinator as soon as possible. Coordinators are authorized to grant extensions of up to 60 days. Once the April 30th deadline has passed and a council is not making progress in completing the forms or is not responding to the Reviewer's requests, the Reviewer should inform the Authorization Coordinator, who is to escalate the status to the National Authorization Chair and NCAP Staff Advisor. National may choose to send a 3rd letter requiring an ETA submission date to be negotiated for the submission of a complete Application. If an extension deadline is missed, The Coordinator escalates this status to the National

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Authorization Chair and NCAP Staff Advisor. Standard AO-802 requires a timely Application submission to retain its Authorization to Operate camping programs.

It is the Coordinators responsibility to keep the Reviewer informed on any escalation communications with the council. (i.e., on-going coaching, Target Improvement Goals, Council Probation status, etc.)

Required Components of the Application Submission

G. WHAT TO TURN IN	WHAT IS NEEDED
<input type="checkbox"/> Council Sustainability Data Sheet	1 for the council
<input type="checkbox"/> Camp Property Sustainability Data Sheet	1 for each long-term camp program and/or camp property that the council wants authorized.
<input type="checkbox"/> Camp Facilities Evaluation Tool	1 for every camp property you want authorized
<input type="checkbox"/> Camp Strategic Improvement Plan	1 for each long-term camp that the council wants authorized.
<input type="checkbox"/> Annual Camp Improvement Program assessments against prior year's goals and the results achieved for the last four years OR a summary of improvements made since the councils last authorization.	1 set for each long-term camp that the council wants authorized. These should be available from prior year Declaration of Readiness reports OR council annual improvement summaries.
<input type="checkbox"/> Council Sustainability Commitment Form	1 for the council.

The Reviewer should carefully review all Application submission docs, within a week of receipt, to assure completeness, accuracy of data and compliance. (i.e. All signatures in place, Board approval dates, all properties included, appropriate commitments have been made, CSIPs are Standard compliant, & CFETS are acceptable., etc.) If the package is not acceptable, the Reviewer contacts the council immediately to communicate and help the council understand what is required and reach an acceptable ETA for resubmission.

(See the Sample Application Required Submission Checklist in Appendix pg. 16, for a tool to help determine what is minimally required from the council, based upon their camping programs.)

In reviewing the council's documentation and in preparing to write the AR and ATO, listed below are some of the key points the Reviewer should consider. This should not be considered as an exhaustive list as every council is different and there are many variations on which key points should be included in the authorization letter. The templates for these documents are found @ <https://www.scouting.org/outdoor-programs/camp-accreditation/> and Reviewer guidance and tools may be found @ <https://www.scouting.org/outdoor-programs/camp-accreditation/national-camp-accreditation-program-reviewers-page> No password is required.

Application for Authorization to Operate-

This document must be included in the package of documentation sent to the Reviewer. The Application should list on the first page not only long-term camps but all camps and camp properties under control of the council. The Reviewer should discuss, in initial conversations, with the council the need to have all camps and camp properties listed. The Application must be signed by the Council NCAP Chair, the Council President, and the Council Scout Executive. It must also be approved by the council Executive Board or Executive Committee and show the date of the approval meeting.

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NCAP Commitments Form-

The NCAP Commitments form covers the council's commitments for financial, facility and program experience improvements. All these commitments are then incorporated into the Authorization to Operate in Section C.2

A commitment is an undertaking by a council that it will achieve a result, either financial, facilities, or program related. Unlike a continuous camp improvement goal, where councils and camps are encouraged to stretch to see if they can work significant change in camping quality with a relatively free hand, a commitment is a fully accountable goal against which the council will be assessed. Accordingly, councils should be encouraged to choose commitments that will continue incremental improvement in their program, prevent backsliding, and with which they have sufficient experience to know that the commitment will deliver the intended result.

Council Sustainability Data Sheet –

The Council Sustainability Data sheet provides an overview of the Councils operating status and provides this data over a four-year period so that the Reviewer can see the trends occurring in the 25 data sets. The Reviewer should look at the trends in these areas and include as appropriate comments, in the Authorization Report, on assets, allocations, unit serving executives, membership growth, camping attendance (both in council and out of council), proximity to other camps and fee comparisons. (Guidance for these comments is provided in the Report Template.) This form was slightly altered in 2024 eliminating the need for the SE's signature, eliminating 5 questions and adding a new line for the camp maintenance budget and rearranging some lines of data. Data from lines #6- 10, will be used as part of a calculation on the Camp Sustainability form that will determine the camping programs aggregate revenues, expenses and net return or loss. This will be key to setting the council's Sustainability Commitment.

Camp/Property Sustainability Data Sheets –

This form was revised for 2024, eliminating several lines of data, adding an auto-fill /calculate feature to eliminate math calculations on the pages, eliminating SE signature / date and including sections for multiple Long-term camp data held on that property, A separate Camp/Property Sustainability Data sheet must be filled out for each **camp property** that is requesting authorization. The information in the Sustainability Data Sheets provides a multiyear look at camp capacities, attendance, income, fees, and overall sustainability as compared to National minimums and goals. The Reviewer should look at trends in these areas to see if the camp is sustainable. Data from each Camp/Facilities feed into the new Council Commitments form. Pay attention to Line #12, it must be the sum of #6-10 on the COUNCIL Sustainability sheet (10a), as an allocated % of that total to each camp. (This data must be correct since it is the basis for making the Sustainability Commitment.

Camp Facilities Evaluation –

The Camp Facilities Evaluation Tool (CFET) has been revised for 2025, it provides guidelines to the council on how to evaluate their camp facilities and includes a lot of information on how a council can gain benefits by using the CFET on a yearly basis and also includes recommended practices. . The council

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should complete a separate evaluation for each camp and camp property. Photos (inside and out) of all areas/facilities being evaluated should be submitted with the documentation. The submitted facility pictures must be identified with relationship to the building they represent. Each facility, structure, amenity, and program area should be separately scored and weighted and then a composite score generated for the camp. Instructions for doing this are included in the CFET manual. The Reviewer should check to see that guidance of rating, scoring, weighting, aggregate grouping of campsites, etc. is followed and that sufficient photos are provided on each facility to match the rating.

Although there is no required format for a CFET submittal the CFET guide provides a suggestion that most councils have adopted. In the end the most important thing is that a council develops a process that works for them. It doesn't matter if the council uses Excel, PowerPoint, or some other format; it must include all facilities, adequate pictures, the rating, score, weight, weighted value and total camp score both numeric and alphabetic grade. A sample CFET is included with the council forms at NCAP@scouting.org/NCAP.

Continuous Camp Improvement Plan –

The Continuous Camp Improvement Program (CCIP) is a critical part of the authorization process and should be a major focal point for the Reviewer. The CCIP has two components, a multiyear Camp Strategic Improvement Plan (CSIP) and an annual Camp Improvement Plan (ACIP). These two components of the CCIP tend to be confusing as the acronym CCIP is often used for both plans. See the Camp Standards manual, pages 7 and 8, and Standard AO-810 for a complete description of the two plans. Also refer to the new Guide to the Continuous Camp Improvement Program. A copy is included at www.scouting.org/ncap.

For the Authorization process, the Reviewer should be reviewing the councils CSIP's and the ACIP's from the previous term for the results achieved, and the CSIPs for the new term for Standard AO-810 compliance. The CSIP is more strategic in nature and identifies one or more areas of improvement and one or more areas of strength that the council will address over the next four to seven years, which collectively should address at least five of the continuous camp improvement categories. This CSIP is updated at the beginning of the next 5-year authorization cycle. The Reviewer should encourage the council to make this document truly a multiyear plan with deliverables in future years. Also, encourage the council to add another column to the sample format showing who is responsible for each item in the CSIP. This is not an NCAP requirement so if they don't want to add the column, they don't have to. Note: a CSIP is required for each *LT camp*. See the CCIP Guide for samples of a good CSIP or go to scouting.org/NCAP and look under the 2025 council tab.

Guidelines are available for the documents above at www.scouting.org/ncap.

The Authorization Report (AR) and Authorization to Operate (ATO) Form.

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The 2025 form templates for the Authorization Report and the Authorization to Operate (ATO) and the guidelines Guide for Preparing the ATO may be found at <https://www.scouting.org/outdoor-programs/camp-accreditation/national-camp-accreditation-program-reviewers-page>

The Authorization Report should summarize the Reviewer's analysis of the various documents included in the previous section and should follow the guidance for structure and content as outlined. If the council has multiple camps, each camp should have its own section of each Report category. However, all camps should be included in one AR and one ATO form. Also, now that we have started the third 5-year cycle of the NCAP Authorization process, each council going through the process in the previous cycle will have a Camp Strategic Improvement Plan for all their long-term camps. The Reviewer should provide a short summary of the council's progress in completing the CSIP's and ACIP's from the previous cycle in the report. A sample authorization report may be found at <https://www.scouting.org/outdoor-programs/camp-accreditation/national-camp-accreditation-program-reviewers-page> Template additions for the sample council are highlighted in yellow.

A sample ATO form and a blank ATO form are available in the <https://www.scouting.org/outdoor-programs/camp-accreditation/national-camp-accreditation-program-reviewers-page>. The sample ATO shows the areas of input highlighted in yellow. (The AR & ATO format and verbiage is not to be altered. The sample AR & ATO documents indicate with yellow highlights those areas for the Reviewers input.) A lot of good information is included in the ATO Guidelines located at the link above. Once the Reviewer has established communications with the council, they should obtain the address and phone number of the council office, the email address and phone numbers for the: Scout Executive, Council NCAP Chair, Council President, and the person responsible for submitting the Application. (This is required data to be included on the AR & ATO but is not included in the Application submissions.) Per the standards, a camp property is "any property, whether owned, leased, licensed or permitted, over which a council exercises long-term control, and which is made available to BSA units or individuals for use in BSA program activities." So, this will include properties where only troop weekend camping is available, properties where only training or short-term camps are conducted, etc. along with the long-term camps. The name and address of each property can be found on pg. 1 of the Application and is entered in Section A.1.a. The long-term camps that are on non-BSA property (USFS, or high adventure off property, etc.) are entered in Section A.2.a. In Section C.2.a, the Reviewer will input the financial sustainability commitment from Section B of the new NCAP Council Sustainability Commitments form. In Section C.2.b., the Reviewer will input the CFET scores for each camp and camp property from the Council Sustainability Commitments form, Section C and include the future commitment scores from Section C. Section C.2.c asks for the council to provide one step for each long-term camp or stand-alone COPE/Climbing camp that addresses **staffing, program, or program equipment** improvements. No (c) commitment is required for camp properties without a long-term camp or stand-alone COPE/Climbing camp.

To the extent possible, Authorization Report comments should be positive & supportive. Observations should be factual and honest, realizing it is possible to point out negative trends and concern yet not be critical. Utilize the "General Comments" Section 7 of the AR for suggestions, recommendations, etc.

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Obviously, the ATO cannot be completely filled out until the council has submitted their final signed paperwork as some information from those forms needs to be included in the ATO.

The Reviewer should refer to the NCAP Authorization Timeline (*found in the Appendix pg. 13-15*) and the NCAP Authorization Process Flow chart (pg. 5.)

Considerations for Authorization Review

To aid the Reviewer in analyzing the application and preparing to write the authorization report, see the list (*Appendix pg. 17-18*) of analysis considerations the Reviewer should consider. This should not be considered as an exhaustive list as every council is different and there are many variations on which key points should be included in the authorization report.

The council Authorization cycle assignments (Authorization Schedule Year by Year 2023-2027) may be accessed @ <https://www.scouting.org/outdoor-programs/camp-accreditation/national-camp-accreditation-program-reviewers-page>

Note: The term Authorization Period is normally 5 years and begins the year following the Application submission due date. (Example: Application is due on 4/30/25 and Authorization Period is (2026-2030))

Reviewer Resources

NCAP Website: <https://www.scouting.org/outdoor-programs/camp-accreditation/>

- NCAP Standards
- All Council Application for Authorization document templates
- Camp Facilities Evaluation Tool
- Guide to Continuous Camp Improvement Program
- Continuous Camp Improvement Help Sheet
- NCAP Circulars

NCAP Reviewers Webpage: <https://www.scouting.org/outdoor-programs/camp-accreditation/national-camp-accreditation-program-reviewers-page>

- NCAP Authorization Report Template
- Sample Authorization Report
- NCAP Authorization to Operate Template
- Sample Authorization to Operate
- Guide to Preparing the Authorization to Operate
- National NCAP Authorization Reviewer Position Description
- National NCAP Authorization Coordinator Position Description
- Authorization Schedule Year by Year: 2023-2027
- Council / Reviewer Communications Log Template
- Application Required Submission Checklist Template
- NCAP Authorization Review Process Flow
- NCAP Authorization Reviewer Guide
- Council Orientation Aids including the Orientation PowerPoint

APPENDIX

1	Sample Introductory e-mail to Council	Pg. 12-13
2	NCAP Authorization Annual Timeline	Pg. 14-16
3	Sample Application Required Submission Checklist	Pg. 17
4	Reviewer Analysis Considerations	Pg. 18-19
5	Reviewer “Best Practices”	Pg. 20-22
6	Sample Application submission review email to Council	Pg. 23
7	Sample Council / Reviewer Communications Log	Pg. 24

Sample Introductory Email to Council Scout Executive

From: Will Reviewer

To: Doug Executive, Council Scout Executive, Upside Council, Scouting America

Doug-

Every five years, each council is required to submit an Application for Authorization to Operate its camping programs. This is part of the National Camp Accreditation Program or (NCAP). The _____ Council’s current Authorization expires 12/31/2024. Earlier this month, Brian Gray of the Outdoor Programs Group, sent out an email indicating that your council is due to **submit their Application and required documents by 4/30/2025**.

Each council is assigned to an NCAP National Authorization Coordinator, who appoints an NCAP Reviewer to analyze the council’s application and documents. I will be serving as the NCAP Reviewer for the _____ Council. My role is to provide guidance to the council’s team in preparation of the Application submissions, analyze the submitted data, and draft an Authorization Report and Authorization to Operate for the council’s camping programs for the term of 2026-2030. The councils’ submissions, my analysis and drafts will then be reviewed by _____ (NCAP Authorization Coordinator), the Outdoor Programs Group and the Territory Director. The Authorization will then be returned to the council for acceptance.

The NCAP Process:

This process is designed to help a council review its overall program and properties to realize the true impact it has on its operation. The NCAP’s multiyear authorization cycle begins with the council submitting an application to the NCAP Committee. The following documents are required to be submitted and were sent to the Scout Executive in November.

NCAP Authorization Reviewer Guidelines

Application for Authorization to Operate: The application contains a description of each of the council's camps and camp properties for which it is seeking an Authorization to Operate.

NCAP Council Sustainability Commitment Form: This form is used to submit the council's commitments for financial, facility and program experience improvements during the Authorization term. A commitment is an undertaking by a council that it will achieve a result, either financial, facilities, or program related. Unlike a continuous camp improvement goal, where councils and camps are encouraged to stretch to see if they can work significant change in camping quality with a relatively free hand, a commitment is a fully accountable goal against which the council will be assessed. Accordingly, councils should be encouraged to choose commitments that will continue incremental improvement in their program and with which they have sufficient experience to know that the commitment will deliver the intended resulting improvements. All these commitments are then incorporated into the Authorization to Operate.

Council and Camp Sustainability Data Sheets: This data provides an objective assessment of the contribution of the camps, individually and collectively, to the council's financial sustainability.

Camp Facilities Evaluation Tool: This tool is an objective assessment of council camp facilities from a brand perspective, and how the camps contribute to the council's overall camping program. (The 2025 Camp Facilities Evaluation Tool Guide #430-085 is provided for a consistent result and should be followed closely.)

Camp Strategic Improvement Plans: Strategic goals and objectives for each Long-term camp that address strengths and weaknesses and collectively address five of the Continuous Camp Improvement Program categories. (The Guide to Continuous Camp Improvement Program and Standard AO-810 provide guidance for these submissions.)

The application requires a review and approval by the council's Executive Committee or Executive Board so that everyone understands the impact of the camp on the council. Please be aware that incomplete/unsigned documents are treated as drafts and are not considered as acceptable submissions. After completion of the documents, the NCAP team will review all documents and plans, and then authorize the council to operate the various facilities.

Templates for the Application and required submissions may be found @ [National Camp Accreditation Program | Boy Scouts of America \(scouting.org\)](https://www.scouting.org/national-camp-accreditation-program/)

If you will send me the names and contact information for those that you would like me to work with on this Application, I will reach out and begin the process and set up a Zoom /conference call to provide your NCAP team with an Application Orientation.

If you have questions, please feel free to contact me.

YIS-Will Reviewer, NCAP Committee

E-Mail: WWriter@gmail.com Home Tel: 666-666-6666 Cell Phone: 777-777-7777

NCAP Authorization Reviewer Guidelines

NCAP AUTHORIZATION ANNUAL TIMELINE

Dates	Responsibility	Action	Comments
May	National Outdoor Group/ Brian Gray	Email to Council Executives, of councils scheduled for Application submission the following year.	Communication includes deadline for April 30 th submission of completed/signed Application documents and suggests that work begin on CFETs may be appropriate depending upon the number and location of properties.
August/September	National Authorization Chair Authorization Coordinators	Assign councils to Authorization Coordinators Authorization Reviewers assigned	Chair divides the next year's councils and assigns to the five Authorization Coordinators Council assignments given to Reviewers with instructions to contact their assigned council executive, after the October notification email is sent.
October/November	National Outdoor Group/ Brian Gray	Email to Council Executives, of councils scheduled for Application submission the following year.	Communication includes deadline for April 30 th submission of completed/signed Application documents and references assigned Authorization Reviewer & Coordinator.
November	Authorization Reviewer	Reviewer contacts their assigned council to open communications and coaching, as needed.	Introduce themselves, share contact information, explain their role, ask who they should work with, <u>schedule an orientation</u> prior to year-end & reiterate the April 30 th deadline for Application submission. (Copy Authorization Coordinator on email)
December thru April	Authorization Reviewer	Communication with Council	Reviewer makes periodic contacts to check on progress, answer questions and provide guidance.
January thru April	Council Authorization Reviewer	<u>Submit draft paperwork to Authorization Reviewer</u> Conduct cursory review	Request that council submit, as they complete documentation, for early review to determine if meets guidance. Review each document and provide feedback and coaching, if needed.
March	National Authorization Chair	Reminder Communication	Sends reminder email to SEs of 4/30 due date for Application submissions

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April	Council	Submit final paperwork	No later than Apr 30 - Councils submit their completed and signed Application package
May	Authorization Reviewer	Submission review for an acceptable/complete Application package.	Reviewer does cursory review of the Application submissions to assure that the required submissions are complete, signed and dated. If the submitted documents are not complete or do not follow the document guidance; the Reviewer communicates and coaches the council to submission of an acceptable Application package.
May/June	Authorization Reviewer	Analysis of submitted data & write DRAFT AR & ATO Submission of DRAFTS for Review	Reviewer completes a DRAFT Authorization Report & Authorization to Operate (within 45 days) Reviewer submits the draft AR and ATO along with a copy of the council's final Application package submissions to their NCAP National Authorization Coordinator.
June / July	Authorization Coordinator	Review, opportunity for Coordinator input and validation of DRAFTS.	Authorization Coordinator ensures that all documents are signed, meet the NCAP guidelines and are fully complete. Then reviews the package to ensure agreement and consistency with the submitted documents. The Coordinator loads the documents to the National NCAP "Teams" cloud file for peer review.
	National Outdoor Group / Brian Gray	Peer Reviewer assigned & review	Peer Reviewer completes the review of council Application submissions, DRAFT Authorization Report, Authorization to Operate and sends comments to the Authorization Coordinator for consideration and possible editing.
July/August	Authorization Coordinator	Editing of DRAFTS (if required)	Peer Reviewer comments are shared with the Reviewer and the AR & ATO are updated & signed by the Reviewer.

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August	Authorization Coordinator	CST Leadership input	Authorization Coordinator shares the DRAFT AR & ATO with the CST Director for input & if needed the AR & ATO are updated.
September / October	Council	Return of signed ATO	Council returns the signed ATO & Commitments to Authorization Coordinator, with a copy to ncap@scouting.org
	Authorization Coordinator	Return of FINAL documents to council	Authorization Coordinator signs the Authorization Report and Authorization to Operate documents and returns these final docs with the CSIPs to the council.
	Authorization Coordinator	Completion of the process	Authorization Coordinator loads final signed Docs to the "Teams" file and deletes the DRAFT docs. Completion of the Authorization is communicated to the Reviewer and then to the National NCAP Committee during the next committee meeting.

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_____ Council
2024 NCAP Application Submission Checklist

Properties: list each LT camp & all other properties		
	X= Required R= Received	Comments
NCAP Submission Docs:		
Council Application for Authorization to Operate (signed & dated)		
NCAP Council Sustainability Commitment Form		
Council Sustainability Data		
Camp Property Sustainability Data		
Evaluation Tool (with pics, grades & comments on condition)		
Improvement Plan (next 4-7 yrs & compliant to Standard AO-810)		
Annual Camp Improvement Program progress against prior year's goals and the results achieved for the last five years.		

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Reviewer Analysis Considerations

Item#	Question	Comments
1	Is each camp profitable from a direct cost standpoint?	See Camp Sustainability Data Sheet, Question #6
2	Is each camp property profitable for year-round operations?	See Camp Sustainability Data Sheet, Question #17
3	Does the council operate with an operating fund surplus at the end of the year? Is there a negative trend in this number over the past 4 years?	Does the council operate with an operating fund surplus at the end of the year? Is there a negative trend in this number over the past 4 years? See Council Sustainability, Question #3 minus #4.
4	How do considerations #1 -3 relate to their Sustainability commitment?	See Commitment Sustainability form, Section B: Is their Sustainability commitment appropriate?
5	Have they completed the Commitment Sustainability calculations properly and followed the guidance?	Refer to the Commitment Sustainability form & Camp Sustainability Sheets to check the correct data and calculations have been used.
6	If they have an Aggregate Return Less than 5%; do they have adequate additional commitments to achieve their goal?	See Commitment Sustainability form, Section B: (The form does not have a place for these additional commitments & must be added as an Addendum to the Commitment Sustainability document or added as additional financial goals to the CSIP.
7	Are the Program Commitments reasonable, verifiable, replicable, and can be consistently met? Have they made a Program Commitment for each LT camp or stand-alone COPE/Climbing property?	See Commitment Sustainability form, Section D
8	Does council fund depreciation?	See Council Sustainability Data Sheet, Question #5
9	Positive camp attendance trend?	See Camp Sustainability Data Sheet, Question #3
10	Is the relationship of camp attendance to capacity reasonable? Too many camp sessions offered?	See Camp Sustainability Data Sheet, Question #3 & #1
11	Is the % of council's Cub Scouts & Boy Scouts attending camp reasonable/ appropriate?	See Council Sustainability Data Sheet, Question #19, 20, 21, 22 & see Camp Sustainability Data Sheet, Question #3, 4 & 5
12	Has the CFET been completed according to the CFET guide instructions? Is the CFET complete & ratings fair & appropriate per guidelines?	See Camp Facilities Evaluation Tool
13	Is the property's CFET score at an acceptable level or better?	See CFET, Property overall score is <3.0
14	Have all "D" & "F" rated facilities on the CFET been addressed in the	See CFET & Continuous Camp Improvement Plan

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	camp's Continuous Improvement goals?	
15	Is their CFET score goal reasonable?	See CFET Improvement Objectives on pg. 4 of the NCAP Council Sustainability Commitment Form
16	Have they submitted minimal Camp Continuous Improvement Goals for each camp?	See the Continuous Camp Improvement Plan (Standard AO-810-B: For each LT Camp & property, "... camp has a camp strategic improvement plan that identifies one or more areas of improvement and one or more areas of strength that the council will address over the next four to seven years, which collectively address at least five of the continuous camp improvement categories. For each identified area, the plan sets forth improvement measures, an approximate time for initiation and completion, and how the camp will determine the success of its measures." Categories are Staff, Program, Program Equipment, Facilities, Sustainability, Marketing/Communications, and Attendees / participation.
17	Have they included all LT camps & properties on their Application	Review council website (Camping pages & council calendar) to Application.
18	Is the Camp fee appropriate?	Is it competitive? Cover costs? Been adjusted periodically to match cost? Etc. See Camp Sustainability #2 & Council Sustainability #24 & 25
19	Do Council camping webpages appear to be up to date with recent camp promotional videos, pictures, etc.?	Council website pages. Are they compliant with Standard AO-802-C (posting of accreditations status in its leaders' guide, website, and registration materials)
20	Are Council camping Leaders and Parent Guides current, available & effective?	Council website pages.
21	Do camping programs appear to offer activities that attract all age levels of the targeted audience?	Council website pages.
22	Does the Program variety (offerings) match their attendance and is it financially sustainable? (Is the camp trying to keep up with their neighbors, but the offsetting costs cannot be sustained by attendance and financial net result?)	Council website pages. Question #3 (attendance) Question #6 & 7

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Reviewer "Best Practices"

INITIAL COUNCIL ENGAGEMENT:

- After being assigned as Reviewer for a council, go on-line to the council webpage and research their camping programs, properties, promotional materials, Leaders / Parents Guides and annual calendar to understand their camping programs. Make notes on what will be required submissions in the Application.
- Contact the Scout Executive soon after being assigned as the Reviewer for the council.
 - Reference the November notification email from Brian Gray & that the council Application for Authorization is due by April 30.
 - Introduce yourself as the Reviewer representing the National NCAP Committee and your role (mentor, coach, guide, analyst and writer of the DRAFT Authorization Report and Authorization to Operate.
 - Ask who the council wants you to work with during this process (Staffer and volunteers)) and their contact info.
 - Ask if they want to be copied on all future communications.
 - Offer to provide an NCAP Application/ Authorization Orientation for the SE and his team.

WORKING WITH COUNCIL NCAP LEADS:

- Contact the individuals identified by the SE that will be the council Application leads. (Suggest a phone call, followed by email summary of conversation)
 - Reference the November notification email from Brian Gray & that the council Application for Authorization is due by April 30.
 - Introduce yourself as the Reviewer representing the National NCAP Committee and your role (mentor, coach, guide, analyst and writer of the DRAFT Authorization Report and Authorization to Operate.
 - Offer to provide an NCAP Application/ Authorization Orientation for the SE and his team. (If desired, ask them to set-up a Zoom or Conference Call for this purpose and invite all that they want to participate.)
 - Provide them the NCAP webpage as source for Application templates, Guides, etc.
 - Ask them to describe their Camping Programs; discussing against your notes and Application requirements to agree on what documentation will be required.
 - Provide your contact information (phones and email addresses) & request names & contact info for SE, President, NCAP Chair, and for them.
 - Provide them with high level overview of process flow and timeline. (Send them a copy of the Authorization Review Process Flow doc.)
 - Ask if they have questions.
 - Use this call to begin establishing a partnership/ mentor relationship. Avoid coming across as authoritarian or autocratic.

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PROVIDING COUNCIL NCAP ORIENTATION TRAINING:

- Council Orientation topics:
 - Review / confirm Camping programs and properties of the council. (Use Application Submission Checklist to discuss)
 - Discuss Authorization Review Process Flow (Use Flow doc) and emphasize the April 30 due date for submission
 - Review and discuss each Application submission doc
 - Instructions for completion or Guidance docs for each
 - Data that must be completed on each
 - Sources of examples and other resources that may be helpful
 - Review CFET Guide and expectations.
 - Review Standard AO-810 and CSIP requirements (reference resources: 2021 Guide to Continuous Camp Improvement and 2021 Continuous Camp Improvement Help Sheet)
 - Optional: Share the Authz Report Template and the Authz to Operate Template.
 - Ask for questions, frequently
 - Provide your contact info.

TRACKING DOCUMENTS AND PROGRESS:

- Complete an Application Submission Checklist (retain a copy & send them a copy.) Update the List when acceptable documents are received to track receipt of all necessary document submissions.
- Periodically check-in with the council contacts to see how they are progressing, answer questions, etc. (Between Dec and Apr 30, suggest contacting them at least monthly.)
- Maintain a Council /Reviewer Communications Log updated. This allows you to have details of contacts, commitments, target dates, etc., if problems arise in getting acceptable and timely submission docs.
- Communicate council progress update to Authorization Coordinator, minimally at the end of each month. (This provides status data, prior to monthly National NCAP Committee meeting.)

HANDLING INCOMING COUNCIL AUTHORIZATION DOCUMENTS:

- Once, you receive Application submission docs; review them ASAP to determine if they are complete, signed, dated, show Board approval dates, meet expectations (Standards or guidance) or that rework is needed.
 - If acceptable show receipt on your Checklist.
 - If not, provide specific guidance, immediately, to the council on what must be redone or completed and get them to provide an ETA (estimated submission date.) It is normal for some rework to be required. However, this is where the process can really bog down and requires the Reviewer to carefully coach and manage the process and timeline.
 - Review CFETs:

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- Assure that the CFET Guide has been followed (grading, weighting, facility grouping, etc.)
- Assure that adequate pictures (inside & outside) and comments are provided to support the grading.
- Look for safety issues in the comments and pictures. Example: uncovered ceiling light bulbs in a bunk room or shower or eroding bank near walkway, etc. These may become observations or conditions for required repairs in the AR & ATO.

STAYING ONTRACK AND ACCOUNTABILITY:

- Utilize a written submission response to the council outlining what is required, what has been submitted (and date), what is complete and acceptable and what is not, and specifics of the rework required. (See Appendix #?)
- Follow-up with the council to determine if there are questions about any required rework and ask for a target date for their completion of this work.
- **When a target date is missed, follow within a day or two to determine status.** Try to keep the process moving. Use email chains from the original written submission response to create a reminder and a sense of urgency with the council; as well as documentation of what is required.
- Don't be shy about asking for assistance or using your Authorization Coordinator as a sounding board for concerns or process.

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Sample Submission Review Memo to Council

_____ Council # - Application for Authorization to Operate, 2025

From: Doug Reviewer

To: _____@scouting.org,
CC: Council NCAP Chair, SE, Auth. Coordinator

I have received your NCAP Authorization to Operate submissions and have completed a preliminary review of the forwarded documents. Below are my findings:

The following documents appear to be complete:

- I. Application for Authorization to Operate.
- II. Council Sustainability Data Sheet.
- III. Camp Sustainability Data Sheet for each Camp.
- IV. Council Sustainability Commitment Form.
- V. Camp Facilities Evaluation Tool (CFET) for each Property.

The following document requires further information from the council:

- VI. Camp Strategic Improvement Plan.
 1. Five of the CCIP categories have not been included in your CCIP, please expand to include at least five of the required categories.
 2. Improvement measures do not include metrics that can show that improvement has been made, for example, “improve survey score to a 3.5 value or have return staff levels of 10 from previous year”. Please include measurable metrics to reflect the steps required to meet the improvement.
 3. Definitive timeline schedule needs to be added (for all items), for example, “Add pistol program in the 2026 camp program”. Please add and refine schedule to accomplish CSIP items.
 4. Overall improvement needs to be refined/added to the above discussions and CSIP to ensure that the Council can definitively acknowledge that success of its measures have been met. Please improve (define) and clarify “The Success Criteria”.

An additional resource on this topic is the 2025 Continuous Camp Improvement Plan Guide and can be found at scouting.org/ncap.

I will proceed with a more detailed review of your submitted information. Please forward the above referenced information to me as soon as possible. If you have questions, please feel free to reach out to me.

YIS- Doug Reviewer

cell # _____

NCAP Authorization Reviewer Guidelines

Council /Reviewer Communications Log

(Used to track Communications between the council & Reviewer during the Application/Authorization process)

Reviewer / Council Communication Log for Council: _____ and Reviewer: _____

Date	Call / Email / Text	Topics covered	Deliverables	Person Responsible