

# Shared Obligations of Headquarters and Affiliates in a Federated Movement

Cathy Tisdale, CEO  
Camp Fire National Headquarters

## **We advance the mission of Camp Fire through achievement of seven key shared accountabilities:**

1. Brand stewardship
2. Financial stewardship
3. Mission-directed national program
4. Continuous learning in an adaptive environment
5. Strong national voice for youth and families
6. Fundraising aligned with mission, vision and strategy
7. National performance standards and joint accountability for achievement

### **Brand Stewardship**

---

#### National Headquarters

- Conduct stakeholder research; facilitate engagement
- Develop and oversee brand strategy, including message platform
- Lead brand positioning efforts
- Develop and distribute marketing and communications collateral
- Set brand identity standards and oversee compliance

#### Council

- “Claim” the brand – i.e., know and demonstrate appreciation for Camp Fire's history, values, traditions, program philosophy. Equip board, staff and volunteers to understand and value being part of a national movement/organization
- Guard the integrity of the organization through adherence to ethical and moral practices and nonprofit best practices
- Support a culture of administrative and program services practice reflective of Camp Fire's values
- Use brand identity materials (logo, tag lines, etc.) as prescribed

### **Financial Stewardship**

---

#### National Headquarters

- Set internal standards for acceptable accounting policies and practices
- Ensure compliance with appropriate state and federal statutes, submission of reports and tax filings
- Provide guidance and resources to councils to support system-wide compliance
- Ensure accuracy and clarity of funder reports, solicitations and acknowledgments

#### Council

- Transparency in all fiduciary dealings; avoid conflicts of interest; file all required returns, reports on time and accurately
- Educate board and staff on requirements and expectations
- Submit national reports and pay dues in timely fashion
- Identify true costs to achieve outcomes for kids

### **Mission-directed National Program**

---

#### National Headquarters

- Programs support achievement of strategic goals and align with organization's mission and values
- Programs reflect documented needs of target audiences
- Programs are appropriately resourced; designs reflect industry best practice
- Programs are designed to meet or exceed program quality standards; achieve outcomes

#### Council

- Ensure that programs align with Camp Fire's mission, core values and program philosophy
- Know and use Camp Fire program resources
- Understand community needs and match Camp Fire programs to fit
- Ensure that partnering/collaborating entities align with Camp Fire's Promise, core values, program philosophy, practices and other essential elements

## **Continuous Learning in an Adaptive Environment**

---

### National Headquarters

- Foster learning system incorporating evaluative data, metrics and stakeholder input and feedback
- Integrate strategic learning principles into key decision-making processes
- Cultivate and reward a culture of innovation based on learning
- Make information widely and easily accessible

### Council

- Key word and concept: "Adaptive" reflects the reality of continuous change
- Create ongoing process to secure input and feedback from key internal/external stakeholders
- Utilize evaluative data and input in key decision making for program improvement
- Normalize change; create a culture of learning so staff are equipped for maximum effort and impact
- Prioritize learning and professional development

## **Strong National Voice for Youth and Families**

---

### National Headquarters

- Lead Movement in design and execution of national policy agenda
- Educate and engage staff and board in public policy/advocacy
- Cultivate and maintain relationships with targeted national policy makers, public and elected officials
- Ensure policy and advocacy efforts reinforce the brand
- Support council efforts
- Expand mission impact through all efforts

### Council

- Cultivate national, state and local lawmakers in council jurisdiction
- Be proactive in engaging Camp Fire's DC staff
- Respond to action requests from DC staff
- Educate staff and board members in public policy/advocacy
- Join your statewide afterschool network
- Connect with the children's advocacy organization in your state

## **Fundraising Aligned with Mission, Vision and Strategy**

---

### National Headquarters

- Build national philanthropy strategy
- Produce research-based case language for system-wide use
- Administer donor database system; manage annual giving program
- Position organization on the "national stage"

### Council

- Build relations with donors and funders in your community and state
- Be visible
- Partner with national office in alumni and donor cultivation
- Differentiate in ways that matter

## **National Performance Standards and Join Accountability for Achievement**

---

### National Headquarters

- Establish program-centered standards of excellence
- Provide assessment tools and processes for council use
- Monitor performance; provide ongoing assistance for improvement and growth
- Apply clear, consistent approach to performance improvement
- Integrate learning into evaluation process

### Council

- Know and adhere to expectations of councils
- Support national policies and practices that hold all councils accountable
- Inform and educate board, staff and volunteers
- Participate actively in input and feedback gathering opportunities